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NALGO Organisation
—and Your Place in It— *Page 221*

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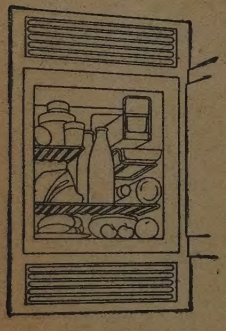

"The house-fly acts . . . as a carrier of the germs of summer diarrhoea, typhoid and other diseases"—"Encyclopædia Britannica", vol. XI, p. 814. — The insanitary habits of the common house-fly are a menace to public health.

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Local Government Service

JOURNAL OF THE NATIONAL ASSOCIATION OF LOCAL GOVERNMENT OFFICERS

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SOLVING THE NURSING CRISIS

TWELVE months ago we welcomed the majority report of the Working Party on the Recruitment and Training of Nurses. Because of its insistence on civilised conditions of life for nurses, the Report, we said, "blows like a fresh wind of humanity and commonsense through the starched corridors of our hospitals." Now it has been followed by the one-man minority report of Dr. John Cohen, who, while supporting his colleagues in their demand for better human relationships, strikes out on new paths.

This lucid and hard-hitting document is, in effect, a plea for scientific research as a basis for all social action. Before we decide how many nurses to recruit, we want a plan for the allocation of manpower to all forms of employment, in which the health services shall have their proper, but no more than their proper, place. And to determine how many nurses we need, we must first know whether the health services are organised in the most effective way, or whether, by changes of method, we can reduce the demand for manpower: in other words, do more nurses mean better health?

To Cure—or to Prevent?

This leads to the need for a definition of better health, and Dr. Cohen suggests, so far as hospitals are concerned, that the criterion is the length of time that patients have to stay in hospital. If more nurses would reduce that period, more nurses are needed; if not, not. To find the answer, careful statistical records must be kept and analysed. Opinions are irrelevant: the optimum length of treatment, and hence the need for nurses, can be made the subject of mathematical measurement.

This sort of factual approach to the problem of numbers is also applicable to other aspects. On methods of recruitment, Dr. Cohen argues that the value of any selection device must be judged in terms of "nursing effectiveness," that is of patient-stay in hospital; similarly for promotion—if the right people get promoted, the index of patient-stay will drop.

Perhaps even more fundamental is the question whether the relative strength of our preventive and our curative services is correct. If we allocate more resources to measures which will avoid ill-health, can we not obviate the need for so large a hospital organisation? To answer so searching a question, Dr. Cohen fears, we need more sensitive research facilities than we have to-day, but "until the deficiencies in our knowledge are made good, little real progress can be made towards a reconstruction of the nursing services."

In recent years, he points out, £166,000 was spent on publicity aimed at recruiting more nurses; yet a much smaller expenditure on wisely directed research might have provided a solid foundation for a recruitment policy. No policy for the allocation of raw materials nowadays is formulated till the subject has been sifted by experts; and Dr. Cohen pertinently says that the correct allocation of our intellectual resources to industry, government, and elsewhere deserves at least as much study as the wise use of materials.

Less original, but not less important, are Dr. Cohen's comments on nursing service conditions. Here he shows a strong grasp of the practical—as, for instance, when he says that the lack of a single strong trade union as part of the wider movement has been a considerable handicap to nurses in their struggle for better pay and conditions. A series of extracts from letters from student nurses provides ample evidence of the need for a more enlightened attitude on the part of senior nursing staff. The modernisation of disciplinary methods, improved feeding arrangements, and the provision of amenities suitable to a professional life, are demands which are all too familiar but are vital both on humanitarian grounds and as a means of raising the standards of nursing efficiency and the number of nurses.

NALGO, as we record this month, is now in process of setting up a specialist sub-committee of its service conditions committeee, charged with the tasks of engaging in research and working out a policy for nurses. Let us hope that it will approach the problem with something of Dr. Cohen's scientific spirit and will speedily reach conclusions which are realistic, practical, and likely to be effective in solving the problems set out in the fuller article on page 224.

Is Local Government Doomed?

IN addition to SIR HORACE WILSON'S address on Whitleyism which we reproduced last month, the annual conference of the Association of Municipal Corporations at Torquay discussed two other papers of particular interest to local government officers — a provocative assessment, by WALTER ELLIOT, M.P., of the place of local government in the modern state, and an equally lively criticism of local authorities' relations with the Press by H. N. HEYWOOD, president of the Newspaper Society.

Reminding his hearers that the list of functions recommended by the Boundary Commission for the proposed new county boroughs did not include those hospital and public utility services of which many local authorities have recently been deprived, and that some of the functions listed, such as education, health, and the care of the old and disabled, have been threatened with transfer to some centralised organisation, Mr. Elliot doubted whether what was likely to be left would be sufficient to attract the vigorous and useful minds from which local government must be constantly recruited.

But the problem, he thought, was much wider than the report of the Boundary Commission—or of any commission. It concerned our whole attitude of mind; the climate, so to speak, in which local government of every kind in this country was to grow. It might be—though he did not think so—that the heyday of the local authority was passing, or even had already passed. It might be, on the other hand—as JOHN EDWARDS, Parliamentary Secretary to the Ministry of Health, suggested to this year's NALGO Conference — that the central authority was overloaded and would need to shed some of its load to enable it to operate efficiently. The duties of central or of local government expanded or contracted or even changed places to a much greater extent than was commonly recognised. It would be unfair and unwise to erect local control into a shibboleth or to say that it must, in all circumstances, be sacrosanct.

Perils of Over-Centralisation

In the modern state the speed of communication and other factors made it possible for the central authority to possess itself of power and to wield this power almost to the exclusion of all rivals. The potential development should be judged by two criteria: its effects on the servants and its effect on the masters. "There is a danger," Mr. Elliot warned, "that we may be setting up a machine so elaborate that individuals of the qualities demanded by its operations simply do not exist and will never exist in the numbers required." It should be possible for the average man to run the machine. The supply of supermen fell far short of the demand. Another danger, he thought, was that in the modern state too many people were being taught to obey and too few to initiate and think.

Mr. Elliot also condemned the growing practice of nomination which, as he pointed out, was no substitute for election. The diminution of the principle of responsibility should be looked on with great suspicion. The great bureaucracies of which we had knowledge—the Roman and the Chinese—probably broke down largely on this question of recruitment.

"The essence of local government," he declared, "as of any government in relation to its servants, is the local power to promote or to dismiss—the power of selection, a power which no nominated committee can ever really be given . . . the Zombies, or animated corpses which the State can call into existence by nomination, will be of little use, either to introduce the saving breath of competition, or, in the long run, themselves to accept responsibility . . . There is no substitute for the process of election—save that of insurrection."

Mr. Heywood, in his paper, dealt with the perennial problems of civic apathy and the conflict between newspapers avid for news and local authorities unwilling to provide it.

He put the blame for the indifference of the ratepayer towards local government on councils themselves through their failure to create and sustain public interest in their work. You could not make a town's affairs interesting by refusing to allow the Press to see or comment upon committee minutes, by conducting business "in committee" from which the Press is excluded and using the open meeting of the council merely to "rubber-stamp" committee decisions, or by dumping a mass of stodgy minutes once a month on an abbreviated newspaper. But you could do it, he believed, by keeping the citizen well and constantly informed through the local Press—by interviews with officers of the council and by allowing the Press to attend committee meetings.

The latter suggestion was vigorously opposed by several speakers, who stressed the danger of leakage of information about, for example, the proposed acquisition of property. Nor, it was urged, could it be justly maintained, in view of the many successful civic weeks, local government exhibitions, and appointments of public relations officers, that local authorities had failed to try to interest the ratepayers in their work.

One speaker paid tribute to the pioneering work done by NALGO in local government public relations. One of the best practical suggestions was made by an alderman of a metropolitan borough who described the practice adopted by his council of releasing interesting items of news to the local Press *immediately after a committee had been held*. By this means, news of local government activities was spread over the whole month and not concentrated into the final week after the council meeting.

Another speaker quoted the advice given to him when he first entered municipal life: "Be careful, my boy, what you say. Whatever you say will be taken down, *changed*, and used in evidence against you." Mr. Heywood clearly did not convince all his hearers—but his presence at such a gathering was evidence that the campaign for more publicity for local government, begun by NALGO a decade ago, is slowly bearing fruit.

Let the People Speak

MR. HEYWOOD'S paper and the discussion on it dealt with one aspect of public relations—the interpretation of the local authority to the community. The latest P.E.P. broadsheet deals with another aspect which, though equally important, has hitherto been largely neglected even by those local authorities which have taken up public relations most enthusiastically. This is public relations in reverse—the interpretation of the citizen to the local authority. Though entitled *Councils and Their Schools* and designed as a survey of the machinery and spirit of the 1944 Education Act, it carries the analysis of the rôles of councillors, officials, and the citizen far beyond the limits of education. Its keynote is the sentence—which might be printed in letters of gold in every council chamber:

> "Many ordinary people—not only educational experts or devoted politicians—have something to say, and in a democratic community there ought to be some way of saying it effectively."

As parents, we are all especially alive to the needs of the education service, but what P.E.P. has to say is of general application: the need to bring the varied interests and experience of different people within the administrative system, to pool their ideas, to make them familiar with administrative methods and so less uneasy in the face of authority, and to turn their complaints and criticisms into constructive thinking.

Such are—or should be—the aims of the wise ruler of men in all fields of government. In this broadsheet P.E.P. asks in effect: what are the rôles of the various agencies in our educational system and do they harmonise with one another?

The theory that lay councillors decide policy and their professional employees carry it out is a broad doctrine which can be variously interpreted. In applying it, for instance, to the respective functions of a headmaster and his board of governors or managers, the broadsheet quotes the London County Council's statement: "It is upon the governors that responsibility rests for the smooth running of the school, with the headmaster as their agent." But inside the school, the broadsheet argues, the headmaster must have a free hand—though he must keep the governors informed of the way in which he has exercised his responsibility.

Citizens Must Know

A school is not a place for governors to try out experiments at the expense of the children, nor is it the insular kingdom of the head teacher: "Governors are entitled to know all and it will be good for the head to have to tell them. But they should think long and hard before they do more than advise, encourage, and persuade. Most frequently, in a good school, they will be glad to agree and congratulate." This wise summary of the relations between the laymen who have the ultimate control and their executive agents applies throughout the realm of local administration, with an emphasis varying in its different parts.

How far does the organisation provided by the 1944 Act enable ordinary men and women to share in the running of the schools? This is, indeed, an important test of the efficiency of the service, for an educational system (or indeed any branch of local government) can be fully effective only if it is understood by the general population and if they can contribute to it the fruits of their experience. Unless parents know what the teachers are trying to do for the children in their charge, school influences and home influences may work at cross purposes. Parents may shape their children's minds in ways hostile to those which the teachers are seeking to foster; teachers may be ignorant of the social and economic environment in which their charges are growing up and in which they will spend their adult lives.

Teacher-Parent Co-operation

The machinery for interchanging knowledge and ideas is complex and needs constant care to keep it in proper trim. The local education authority represents the first tier, elected democratically but for so many diverse purposes that few of its members can have special aptitude or time for educational administration. To them falls the duty of prescribing broad policy and delegating its application to others. For this there is a two or three tier structure of divisional executive and governors or managers of individual schools or groups of schools. In turn, these bodies entrust the vital day-to-day conduct of the schools to teachers and to administrative officials.

The respective tasks of these agencies must be clearly defined and decentralisation must be sufficiently generous to provide interesting work for the subordinate tiers and so attract able and energetic people to their ranks. The broadsheet cites some shocking examples of duplication—the enforcement of school attendance, for instance, delegated both to divisional executives and to school managers. It is a natural tendency for all the agents to take the view: "We want to do this job without interference from the people above, and we are capable of doing it on our own, without the help of the people below." Trouble is bound to follow if the division of functions is vague and fortuitous rather than clear and logical.

The ordinary citizen has his place inside some of these official agencies, but his most effective contribution can be made in special bodies like parents' associations. Some teachers may, as the broadsheet says, "see no more justification for lay people concerning themselves with what goes on in their classroom than with what goes on in the operating theatre." Indeed, no education committee has included in its constitution a specific provision that parents as such shall participate in its work, and the London County Council bars parents from serving as managers of schools in which their own children are educated.

But, in general, there is plenty of evidence that co-operation between teachers and parents can be virile and effective. Surely, of all the "vested interests"—teachers, trade unionist, and the like—which are accorded representation on public bodies, parents' organisations are most likely to prove helpful to the education service. Parenthood, as the broadsheet remarks, is no respecter of persons, and to bring parents into partnership is a specially promising way of mobilising the interests of different elements in the community. The participation of lay persons in the administrative system helps both to educate them and to humanise the service.

Festival of Britain

ALTHOUGH Mr. Herbert Morrison has regretfully rejected a suggestion by NALGO that local government, as such, should be given a place in the 1951 Festival of Britain celebrations, the preliminary plans now announced, show that there will be ample opportunity for the public services to take part. In addition to the national and provincial displays of arts and crafts, science, industry, and technology, the Festival authorities have promised assistance to parallel events of all kinds promoted by other interests, and have made a special appeal to local authorities, societies, and associations to arrange festivities of their own.

The public relations committee of the N.E.C. has already begun the preparation of a comprehensive list of suggestions which it intends to put before all interested bodies but, since the essence of local government activity is that it is *local*, it is to be hoped that districts, branches, and members will start thinking what they can do. How best can we demonstrate, in our own areas, the contribution of local government to British civilisation? In what way can we utilise this year of festivity to parade the achievements of the public services? How can we humanise and bring home to the citizen in the most vivid form what our work means to him—and his interest to us? How far can we stimulate our employing bodies to seize the opportunity and assist them to make the most of it? If we all start considering these problems now, and work out constructive programmes in time we shall help to make 1951 not only a brilliant landmark in our national life, but, perhaps, a turning-point in the development of public recognition of the civic enterprises we serve.

It is the aim of "Local Government Service" to encourage the fullest freedom of opinion and expression within the Association. Unless the fact is expressly stated, therefore, views put forward in this journal—whether in the editorial columns or in signed articles — should not necessarily be regarded as expressing the considered policy of the Association.

"BREAD AND BUTTER" SERIES—No. 5

NALGO Organisation Depends on Members and is Controlled by Them at Every Stage

This, the fifth article in our series describing NALGO and its work, outlines the Association's complex organisation from Branch to Conference and shows how it depends upon the interest and support of the individual member, who mans the machine, provides its motive power, and controls its operation at every stage.

NALGO is the biggest trade union of "black-coat" workers in Britain, and probably in the world. Its 180,000 members comprise men and women in every rank and branch of five major public services—local government, electricity, gas, health, and transport—ranging from the town and county clerk to the youngest junior, from the hospital matron to the student nurse, and embracing well over a hundred different careers and specialities.

For each and all of these widely differing individuals, with differing conditions and needs, it provides a full trade union service, based on detailed knowledge of their problems and long experience in solving them. It represents them on a host of joint industrial councils, national, provincial, and local, and on advisory bodies of every kind. On their behalf it negotiates with employers and government departments, conducts appeals and disputes before various tribunals, protects and improves their salaries and conditions of service, safeguards their interests before Parliament, promotes educational facilities for them, and conducts on their behalf a comprehensive programme of public relations. In addition, it maintains, for their social and economic well-being, a host of ancillary activities — insurances, provident society, building society, holiday centres, benevolent and orphan fund, convalescent home, sporting facilities, and so forth.

Voluntary Service

How is it all done? The Association's salaried staff, including the staff of the ancillaries, totals only 260—one for every 700 members. On the trade union side alone, the staff, excluding clerks and typists, numbers about fifty—one for every 3,600 members. Obviously, so small a staff cannot, on its own, provide more than a fraction of the services the Association renders. Nor can it determine policy and, unaided, transform that policy into detailed local action.

To carry out its widespread activities, NALGO depends very largely on its members themselves—and primarily on a nucleus of enthusiastic voluntary workers, branch secretaries and treasurers, members of branch executive committees, local correspondents for various activities, departmental representatives, and the like. Many of these people devote a large part of their leisure time to the Association's work, and it is they who, to a great extent, make up and man the Association's organisation.

At first sight, that organisation appears to the ordinary member as a confused, chaotic jigsaw puzzle of committees, sub-committees, joint committees, consultative committees, councils, Conference, and so on, before which the ordinary member may well stand baffled—particularly when he is assailed with a barrage of initials little less complex than those with which he struggled in the Army. What, where, how, and why, he may ask, are the N.E.C., N.J.C., E.P.E.A., L.J.C., S.H.C.P.C., A.P.T., I.P.A., N.U.G.M.W., T.U.C.N.A.C., W.P.H.O.A., and countless more of which he reads and hears? Where and how, he may ask, do I fit in amidst this vast confusion?

To understand it, and his place in it, he should look at NALGO not from the short range of his own department or branch, but as a whole, through the wrong end of the telescope. He will then see that the jigsaw becomes a neat, orderly, and well-conceived picture—a picture of a machine for protecting and improving his conditions, in which he has a definite place, and which he himself can operate.

Taking that wide view, then, he will see that the machine is built on three distinct levels. At the bottom is the branch of which he is a member. At the top is the annual Conference, which decides Association policy, and the National Executive Council and Headquarters' staff, which carry it out. And in the middle is the district committee and the district staff. In each of those levels the ordinary member is directly represented and has wide opportunities of determining what shall be done and how it shall be done.

A Thousand Branches

Let us now examine the machine in greater detail—starting with the branch, since it is the part of which the ordinary member has the most direct knowledge.

Every member of NALGO is first a member of one of the 1,000 branches into which the Association is divided. These range in size from the mammoths of Birmingham (5,800 members) and Manchester (3,800) to lusty midgets like Witham (11) and Saltburn and Marske (8). Until recently, each branch took in all the members in a particular area, whatever their work. Now, however, since NALGO widened its membership to cover the staffs of nationalised electricity, gas, and transport undertakings and those of the various hospital boards, there is a growing tendency to form branches composed entirely of the members of those particular groups.

In the smallest branches, the work of the branch is conducted by the members as a whole, in a branch meeting. But in most branches that would be impracticable, and the members elect an executive committee and branch honorary officers to run the branch for them. In addition to the branch honorary secretary, the officers normally include a treasurer, education and benevolent and orphan fund secretaries, public relations officer, and "correspondents" — local "agents" — of the NALGO ancillary societies. The other members of the executive are elected by the members as a whole, or by those in particular departments. Elections take place at or just before the annual general meeting which is usually held in November each year.

Here it might be mentioned that, whilst the honorary secretary is usually the "key man" of the branch, the departmental representative in the bigger branch is normally the personal link between the ordinary member and the executive: he is—in trade union parlance—the "shop steward" and thus an important element in branch organisation.

Each branch has considerable freedom to run its affairs in its own way. It may, for example, elect additional honorary officers to run social activities, sports, and entertainments, to edit a branch magazine, to keep in touch with retired members, or to help junior members. In other words, it can equip itself with an adequate team of voluntary officers to look after all the services it wants to provide for its members, and a wide enough range of representatives to ensure that the needs and wishes of all sections, classes, and groups of members shall be known and met.

The larger or keener branches reinforce their officers with assistants—assistant secretary, assistant treasurer, and so forth—occasionally paid but more often voluntary; and county branches, and others with far-flung membership, often establish sub-branches—in effect, branches within branches—to ensure that the organisation reaches down to the most isolated member, both geographically and departmentally.

The executive committee runs the affairs of the branch, dealing with everything affecting the interests of its members, whether arising from decisions of the employers, individual or collective suggestions or grievances of members, or communications from Headquarters, district committees, and outside bodies, and it must submit an account of its stewardship each year to the members assembled in the annual general meeting. Here again, it is left with a good deal of freedom and initiative in handling problems affecting its members—although on matters of policy, it is, of course, subject to decisions of the annual Conference and to the executive powers entrusted to the National Executive Council.

Many branch executives find the amount of work they are expected to do more than they can tackle themselves, and they therefore delegate parts of it to committees or sub-committees. Committees are usually allowed to co-opt additional members specially interested in their work, thus widening the scope for voluntary assistance by the ordinary member.

Collective Bargaining

NALGO conducts practically all its trade-union work by the system of "Whitleyism" or collective bargaining. That is to say, instead of taking each grievance, claim, or suggestion direct to the employing body as a whole, and discussing it independently of other claims, it seeks to persuade the employer to set up, in conjunction with it, a joint committee of equal numbers of representatives of the two sides, which will meet regularly and deal, as an expert body, with all matters of employer-staff relations. This has been found far and away the most satisfactory method of dealing with salaries and service conditions in the public service, and is now generally adopted in national and regional negotiations. The idea has encountered greater opposition on the purely local plane, but to-day some 448 local government branches have local joint committees, while in the electricity field (where they are known as staff committees) their establishment has been nationally agreed and is everywhere proceeding. The staff side representatives are elected by vote of all the members of a branch and, to ensure full liaison, all have seats on the branch executive.

The general picture of organisation at branch level is now complete, save for three important arteries which connect the branch

with the higher levels. Each year, branch members or, on their behalf, branch executive committees, elect representatives to the district committee and appoint delegates to Conference; and branch members nominate and elect members—a certain number for each district—to represent them on the National Executive Council. Thus, the individual member retains direct control of NALGO and all its parts.

District Committee's Role

At district level, the organisation is a reflection of that in the branch. The district committee is only a larger counterpart of the branch executive committee, with the difference that it is composed of representatives, not of different departments in a branch, but of all the branches in a district.

There are twelve district committees—including one for the whole of Scotland. Each has a similar range of honorary officers to that in the branch—secretary, treasurer, education secretary, public relations officer, and so on—together with such specialist officers as may be needed to carry out the particular activities desired by the committee. These officers may be nominated by branches or by the district committee itself, but their election is decided by votes taken within the district committee.

Meeting usually four times a year, the district committee plays a fourfold role. It brings together branch representatives in all spheres of public service to which the Association's membership belongs; it relays the policy and decisions of the National Executive Council and Conference to the branches in its area, encouraging branches to apply them and where necessary interpreting or adapting them to local circumstances; it co-ordinates branch activity, so that all march in step and in the same direction; and it collects, sifts, and clarifies the views of branches, and, where necessary, transmits them, with the added weight of its own greater authority, to the N.E.C. or to Conference. It is thus both a forum for the exchange of views and development of policy within the district, and a "booster station" for the transmission of ideas and policy between individual branches and the government of the Association. Feeding it with specialised reports, carrying out its directions, and dealing with day-to-day administration, are various elected sub-committees, many of which have power to co-opt members with some practical contribution to make towards their work.

The Provincial Council

And just as the branch is linked with the joint negotiating machinery through the local joint committee, so the district committee finds its counterpart at district level in the provincial Whitley council. Each provincial council consists of between 40 and 80 members, half being representatives appointed by the local authorities in the area, and half representatives appointed by the trades unions which cater for their clerical, administrative, professional, and technical staffs. Since NALGO is far and away the biggest of these unions, it has a majority of the staff side seats (345 out of 425 seats on the 15 provincial councils in England and Wales). NALGO'S representatives to the provincial council are nominated and elected by branches and, whilst it is not essential that they should also be members of the district committee, it is usually district committee members (and members of the N.E.C. in the district), who are elected. Each provincial council has two secretaries, one appointed by the employers' side, one by the staff side—and in every case the staff side secretary is the NALGO district officer, a member of the Association's paid organising staff. In this way the Association has secured effective control of the staff side of each provincial council and can ensure that the activities of all follow a similar policy.

The job of the provincial Whitley council was described in an earlier article in this series, published in the June "L.G.S.": briefly, it is to give effect in its area to the decisions on staff salaries and conditions of the National Whitley Council, to settle disputes between a local authority and its officers (including any individual appeals which are not settled locally) and to consider and make recommendations to the National Council on matters of common interest to employers and staff.

Now that NALGO's membership is expanding beyond local government into nationalised electricity, gas, and transport undertakings, and the hospital service, each of which has or will have separate negotiating machinery, the need is arising for suitable area organisation for the members of these services. This need is now being met by the establishment of consultative committees. These are necessarily being fashioned on an improvised basis at first, but—as is indicated on page 225—the N.E.C. is now considering proposals for a settled constitution for the electricity consultative committees, and will follow a similar line in the other services as soon as conditions allow.

These district consultative committees and their machinery and areas may have to be readjusted to conform with the new conditions; but the N.E.C. is likely to recognise the need of continuing, with suitable adaptation, the kind of body and activity hitherto exemplified by the district committees.

Last, but not least important, cog in the NALGO machine at district level is the district officer and his assistants, whose work was described in last month's "L.G.S." The district officer, though employed by and responsible only to the N.E.C., acts as a main link between it, the district committee, the provincial council, and the branch. He is in touch with everything that is happening in the district—and, through Headquarters, in other districts—and can thus help to guide each part of the machine along the same road at the same speed.

Conference and N.E.C.

Finally, at national level, we come to NALGO's supreme parliament, the annual Conference, and its government, the National Executive Council. Conference is the Association's legislative body. It alone can decide policy; and its decisions are made by members themselves.

Each branch and each district committee sends one or more delegates to Conference—and so great has their number now become that, without voluntary restrictions, few towns could house the gathering. Conference holds a grand—and sometimes highly critical—inquest on the work of the N.E.C., set out in its annual report, and determines policy for the future by voting on motions submitted by branches, district committees, sectional and professional societies, or the N.E.C.

Any member can submit a motion to Conference—provided he can persuade his branch to sponsor it—and there are many examples of ideas born in the brain of a single member becoming NALGO policy as the result of Conference approval of them. During the week of Conference are held also meetings of sectional interests and groups—such as representatives of electricity, gas, and health staffs (pending the completion of their consultative committees), branch education secretaries, public relations officers, and magazine editors, and the annual meetings of the NALGO ancillaries.

Carrying out the instructions of Conference (not without difficulty at times) is the National Executive Council—a body of 73 men and women directly elected by branch members. The N.E.C. meets four times a year, and its meetings normally last all day. But it cannot, of course, examine every detail of the Association's day-to-day activity in that time, and the bulk of the work, like that of a local authority, is performed by committees which meet some weeks before the N.E.C. and to each of which it has delegated wide powers. There are eleven standing committees, dealing respectively with finance (NALGO's annual income to-day exceeds £220,000), service conditions and organisation, law and parliamentary matters, general purposes and establishment, education, public relations, special activities (including management of the holiday centres), benevolent and orphan fund, and provident and building societies, together with the Board of Logomia, the Association's insurance society. The volume of the work they handle may be judged from the fact that the agendas and other papers for the last series of meetings on October 16 weighed two pounds twelve ounces and ran to nearly 300,000 words—equivalent to the length of four full-sized novels!

Widespread Contacts

The N.E.C. and its committees are the nucleus around which a whole constellation of organisation revolves. It appoints representatives to the staff sides of the national Whitley councils for the local government, electricity, gas, and health services (some of which are still in process of formation), and to a great variety of consultative and advisory committees and bodies concerned, directly or indirectly, with the social and service conditions problems of its members: it sets up *ad hoc* committees to deal with particular matters (a recent example being a special committee on the recruitment and training of nurses); it sponsors a joint consultative committee of 38 professional and sectional organisations; it sends deputations to Ministers and Government departments; and it has the most widespread contacts, both national and international. It is directly represented, for example, on the Trades Union Congress Local Government Advisory Committee; Local Government Examinations Board, Electricity Supply Industry Employees' National Committee; Joint Committee on Equal Pay; International Union of Local Authorities; Association for Education in Citizenship; the Joint University Council for Social Studies and Public Administration; London and National Society for Women's Service; National Council of Social Service; National Federation of Permanent Holiday Camps; National Savings Movement, and British Film Institute, to mention only a few.

Diversity—with Unity

Now the organisation is in process of further elaboration by the creation of a national consultative committee for the electricity service, together with—as has already been said—district consultative committees in each of the areas in which a district joint council has been established. If this new part of the structure develops along the lines now being considered, the trade-union problems of electricity members will be dealt with by their own representatives in the district and national consultative committees, subject only to the overriding authority of the National Executive Council and Conference. Ultimately, as has been suggested above, there may be similar area and national consultative committees for local government, gas, transport, and health service employees, each group dealing with its own section of the service, but all fused to a common aim and purpose by a National Executive Council and Conference, representing all members in all sections of the service, and a single, co-ordinated, Headquarters staff.

SUCCESSFUL BRANCHES TELL THEIR SECRET

1. The Big Fellow: Live Officers, Spread of Responsibility, Information, Services, Make Croydon Go

During the next few weeks, each of N A L G O's 1,000 branches will be holding its annual meeting, electing its officers, and drawing up its programme for the coming year. Are all branches—is your branch—as efficient, alert, and active as it might be? To help members answer that question and, where necessary, to improve their own branch organisation, we begin this month a series of articles describing how particular branches are run. In the first, L. G. LAMBE *deals with a big branch—Croydon—with more than 1,100 members. Later articles will deal with branches of different size or type*

THE axiom that no body is better than its parts applies with equal force to N A L G O. The efficiency of the Association depends on its branches; and the efficiency of a branch depends on the extent to which it satisfies the needs and interests of its members.

Primarily, those needs may be classified as service conditions, welfare, and personal, and are common to all members and branches. In the big branch, there is a further group of needs, caused by the size and widespread duties of the employing body. In such a branch, catering possibly for more than a thousand members, the individual may have no contact with most of his colleagues, know next to nothing about their work, and have little opportunity of finding out: if this branch is to succeed, it must, in addition to its normal work, help to integrate its members and increase their opportunities of getting together.

It follows from this that there are two fundamentals for a successful branch—amenities and activities designed to attract the participation of members; and officers capable of arousing enthusiasm among them.

The Ideal Branch Officer

Practical experience has convinced me that a branch can only be as good as its officers. And good branch officers must possess enthusiasm, quickness of perception, ability to work with, and obtain work from, other officers, access to information, and a sufficiently high status in the service.

Nowhere are these qualities so essential as in the key position of branch secretary. It is he who must preserve continuity in branch affairs and provide a focal point for contacts with the council, the chief officers, and other bodies. The status of the branch secretary is of vital importance. His ability to take notes of meetings must be a minor consideration—indeed, my view is that he should be relieved of this routine duty so that he may be free to enter fully into all discussions with that advice and guidance which only he can give. Competent assistant secretaries should be made available to him.

When the branch executive committee has done all it reasonably can to ensure the selection of the right officers, has given full backing to their actions on behalf of the branch, and has arranged every assistance to facilitate their work, success is three parts achieved.

In the big branch, it is impossible for the officers to maintain personal touch with all members, and work should be spread and contact maintained by an expansion from the centre.

This has been done at Croydon by breaking up membership into groups, based largely on departments, each group appointing a committee and a series of officers decentralised from the executive and its officers, but working in close co-operation with them. Since the group committee and its officers will number about ten, and groups themselves rarely exceed 100 members, this system means that about one member in every ten in the branch takes some part in branch affairs, and there are few who are not in day-to-day contact with an active member and with current developments. The departmental committees do good work and not infrequently initiate major items of policy.

The majority on the branch executive committee consists of the elected representatives from these departmental groups. Other members of the executive comprise the branch officers (including the specialist officers for education, public relations, recruitment, ancillaries, etc.), members nominated from the sporting and social interests of the branch, others brought in by virtue of special appointments—such as the staff side members of the local joint committee—and a limited number elected by direct ballot of the whole membership.

We have found it expedient to establish, in addition to the normal committees and officers, specialist committees and officers for certain functions. For example, the athletic club is governed, under the general direction of the executive, by a management committee with a high degree of autonomy. Sub-committees deal with education, public relations, youth, welfare, social, and other matters where more detailed proposals are required. In all cases, extensive powers of co-option are granted and the members of the several committees are expected to take an active part in their fields of operation.

Spread the Work !

Additional officers are appointed for specific duties, such as the production of the quarterly branch magazine; youth problems; contact with retired members; distribution of LOCAL GOVERNMENT SERVICE; the issue of the branch magazine and LOCAL GOVERNMENT SERVICE to members of the council and other interested persons; the co-ordination of functions at the social club; the organisation of individual and inter-departmental games and competitions; and the collation of information. From time to time, further members are appointed to carry out short-term functions, such as publicity for and sale of Benevolent and Orphan Fund Christmas cards and N A L G O diaries, functions in aid of Knole Lodge, and so forth.

During the grading of the staff after the council adopted the Charter, a panel of members was set up to assist the staff side chairman of the joint committee in dealing with members dissatisfied with their original grading, to assist in the preparation of briefs for appeals, and to give final consideration to cases for submission to the council. As a result, a very high proportion of the appellants was up-graded locally and the branch did not find it necessary to remit a single case to provincial level.

Similarly, when the council entrusted the organisation and management of a civic exhibition to the branch, a panel of members was appointed to carry out specific duties.

The policy behind the creation of this machinery has been to spread the work and contacts as widely as possible through the membership. It has reaped an unfailing dividend in the interest and support of the staff.

Wives Can Help, Too

On the assumption that the ancillary activities of a branch are the cement between the bricks of its structure, every encouragement, including financial support, is given to the athletic club, the social club, educational and cultural projects, and to members for the development of enthusiasms which are of interest to their colleagues. The council has given generous assistance, by way of financial help and the provision of accommodation to further some of these projects.

Individual and inter-departmental sports and games competitions are organised periodically, and trophies have been given to maintain interest in these events and to keep in being a valuable means of bringing members together.

The wives and husbands of members are encouraged to take an active part in sporting, social, and charitable events and to assist in an unofficial capacity at more formal functions. Such assistance has been substantial, and many of the projects undertaken could not have been considered without it.

The branch has consistently supported civic and mayoral charitable appeals and has taken an active part in the distribution of gift food from overseas; in organising concert parties to entertain old people and patients in hospitals and institutions; in national savings drives; in local fêtes and festivities; and in helping charitable organisations. These activities, in addition to giving satisfaction on their own account, create public good will which redounds to the ultimate advantage of members.

Services to members take many forms. In addition to the more usual branch and trade union activities, we inform members of houses and rooms available; operate a successful exchange and mart scheme for furniture, children's clothing, sports equipment, bicycles and many other items; run a savings club whose annual turnover now exceeds £1,500; maintain a list of holiday addresses recommended by members; and operate a local Benevolent and Orphan Fund for grants and loans in emergency or in cases where assistance is needed beyond that provided by the national fund.

We have, for a long time, had an arrangement for the deduction of subscriptions—including Association, Benevolent and Orphan Fund, and athletic club payments—from salaries, thus relieving branch and departmental officers of the unpleasant and unrewarding task of collecting these sums from members.

Information flows steadily out to the members by word of mouth, through departmental committees, and in LOCAL GOVERNMENT SERVICE, the branch magazine, and the monthly news bulletin. In addition, details of the facilities and services available and of service conditions have been incorporated in a handbook (the branch A.B.C.) which is issued to all members of the staff and kept up to date by the publication of periodical amendments.

Annual Meeting the Test

That this policy of expanding interest and extending contact has been of value is shown each year at the branch annual general meeting—so much so that each of the past four meetings has been attended by more than 600 members, and the biggest hall at the branch social club has been packed. The meeting is always preceded by tea—a facility which both encourages attendance by establishing a more informal contact at the start and tends to stimulate discussion and debate. Interest in the meeting is further increased by the issue, some weeks beforehand, of a comprehensive annual report, in magazine form; by the conduct of ballots for certain appointments, and by encouraging members to table subjects for discussion.

Further evidence of the success of this policy is provided by the arrangements made with members transferred to the British Electricity Authority. Trade union affairs made it necessary to establish a separate branch; but at the earnest wish of the members concerned, the break was reduced to a minimum, and the two branches remain fully linked in all respects except in representation on outside bodies and in service conditions matters. For example, they function as one for the purpose of financial arrangements, officers, amenities, and so forth, and the closest possible bonds have been forged by the further interchange of members between the respective branch committees.

In conclusion, a quotation from the handbook issued to all members most concisely defines the basic factors behind the branch achievements and the desire that enlivens all its activity:

"There is no hope for the prosperity or stability of any association or club except in the industry and faith of those who belong to it. Coming together is a beginning; keeping together is progress; working together is success."

How Can We Solve the Nursing Shortage? Pointers to a NALGO Policy

By JEAN McKINLAY CALDER, M.B.E., S.R.N., F.R. San. I., Deputy Chief Nursing Officer, L.C.C.

Britain needs nurses. To staff the hospitals and health services efficiently, we must have at least 24,000 trained nurses and 14,000 nursing auxiliaries. To expand the services as they should be expanded, we shall want many thousands more. How are they to be found—and trained?

NALGO is setting up a special committee to study the problem and to draw up a policy. The committee will consist of four members of the N.E.C. and seven members co-opted from different ranks and spheres of nursing, and should be able to take a balanced view.

*Already, two members of the N.E.C.—*Miss M. W. CURTIN, *herself a nurse, and* W. PITT-STEELE—*have submitted proposals for the committee's consideration. Below, a senior member of the profession, with special knowledge and experience, outlines the main problems and offers some suggestions for their solution.*

We shall welcome the views of other members.

SINCE the introduction of the National Health Service on July 5, the problem of the shortage of nurses, which has been gathering force through two decades, has become acute. Nurses must be found to care for the sick and injured in hospitals and sanatoria, to staff the personal health services administered by local authorities and the rapidly expanding industrial nursing service, and to maintain the nursing strength of H.M. Forces.

Rising Demand: Huge "Wastage"

Why are there too few nurses?

In recent years, several expert bodies, ranging from the "Lancet" Commission of 1932 to the Working Party appointed by the Ministry of Health and the Ministry of Labour and National Service in 1946, have studied the recruitment, training and employment of nurses in an attempt to find the answer to this question. They have reached many conclusions, but no clear-cut solution.

There is strong evidence, however, that the shortage is due, not so much to a falling-off in the number who wish to train as to the greatly increased demand and the enormous "wastage" of student nurses who leave the profession before they have completed their training. The increased demand is brought out by Dr. John Cohen, in his Minority Report of the Nursing Working Party, just published. Whereas, he shows, the population of England and Wales increased between 1901 and 1946 from 32 millions to 42 millions—a rise of 32 per cent.—the number of nurses increased in the same period from about 68,000 to about 166,000—an increase of 140 per cent. In 1901, there were 21 nurses for every 10,000 of the population. To-day there are 39—nearly twice as many.

The "shortage," then, is only partly due to an insufficiency in the number of suitable girls presenting themselves for training, or to faulty methods of selection. But these factors are greatly aggravated by wastage during training—estimated by the Working Party at about 54 per cent.—and by the need to spread the available nurses over the immeasurably wider field of work now available to them.

A new approach to the whole system and method of training nurses, and to their subsequent employment and conditions of service, is now needed.

If Florence Nightingale were alive to-day she would probably feel that the fundamental principles which she taught had even yet not been fully embodied in nurse training. Although she may not have expressed it as concretely as is now possible, her cherished idea was the *prevention* of sickness, and she accorded public health work priority over sick nursing. Present-day nurse training, however, is designed to prepare for bedside nursing only. The system is rooted in a tradition which knew little of preventive medicine, or of the services which have developed during the last 50 years, aimed at promoting and maintaining the health of the community.

Of all qualified nurses in civilian employment, about 60 per cent. are working in hospitals; the remaining 40 per cent. are in the public health field, including district nursing and midwifery. Clearly, the problem of sickness can be attacked quite as much by reducing the number of patients in hospitals and in their own homes, as by increasing the number of nurses. Further study might even show that standards of health might be raised, and the cost of sickness reduced, were a larger proportion of nurses to be engaged in public health work.

Public Health Training Needed

At such places as Orsett Lodge, Essex, Stoke Mandeville Ministry of Pensions Hospital, and St. John's Hospital, London, for example, wonderful things are being done by physio-therapists, occupational therapists, and other new members of the health team to prevent the old, the infirm, and the so-called "sub-acute sick" from degenerating into the chronic sick. This work is capable of great expansion and, if expanded, must reduce the future demand for sick nursing.

Yet the present basic training of nurses is restricted to preparation for institutional sick nursing only, and the time devoted to the public health aspects of nursing is negligible. As a result, the public health nurse has to equip herself, by post-graduate courses and at considerable cost to herself, for her specialised work.

This is a serious defect, and makes a thorough overhaul of the present curriculum and methods of training essential. Training should provide, for all nurses, a wider basic preparation, including an introduction to the principles of public health and social medicine, in the shortest period compatible with efficiency.

To secure this, there must be a reduction in the number of individual nurse training schools. Hospitals and public health agencies must be grouped together to provide comprehensive training; the intake of students should be limited to those who can profit by this training; and the schools should be financially independent of the hospitals in which the students gain their practical experience.

Hitherto, the "student" nurse in this country has been trained on the apprenticeship system. This method, however, while it has admittedly produced good practical nurses, is open to considerable abuse. Many hospitals have sought recognition as training schools simply as a means of securing the labour of apprentice nurses—with the result that the students in them are overloaded with routine duties which leave little time for observation, and are thus prevented from acquiring an intelligent grasp of the underlying principles governing nursing techniques and procedures.

From January 1, 1949, however, the student nurse is to be recognised, financially, at least, as a student. This is the result of the Whitley Functional Council's recent decision that she be given a *training allowance* of £200 a year. Her position will thus be comparable to that of a student teacher. Of the allowance, the student nurse will be required to pay for her board and lodging, which are at present defined as emoluments and assessed at a different rate.

Will this mean student status in reality? Probably not for some time. All that can be claimed is that the studentship has been recognised by the representatives of employing authorities, and this is a fine achievement. It must not be assumed, however, that, given student status, the nurse in training will not continue to "learn by doing" or carry part of the responsibility of caring for the sick.

By a "job analysis," the Working Party was able to determine the amount of time in the present training course occupied in repetitive routine work after skills had been acquired and on domestic and non-nursing duties, and to show that, because the student nurse is, at present, first and foremost an employee of the hospital, her training is largely incidental to her daily duties. For this reason, it concluded that many of the routine domestic duties undertaken by student nurses (and by nursing staff generally) should be carried out by non-nursing personnel, and that a basic course of training, at once more comprehensive and more effective than that now given, could be completed within two years instead of the three now required, provided that measures were taken to ensure adequate teaching staff, including ward sisters trained in modern educational methods, and facilities to meet all the requirements of the course.

The Assistant Nurse

If the proper duties of the nurse can be finally determined by job analysis, and all non-nursing duties allocated to other staff, there will be a diminishing need for the grade of nursing staff now known as the assistant nurse.

Dr. Cohen says in his Minority Report that "the survey of nurses' intelligence indicated that some 34 per cent. of assistant nurses in hospital were above the population average in ability, so there are probably about 10,000 who are intellectually suitable for nurse training." A revision of nurse training would therefore make it possible, from a date to be determined, to close the Roll of Assistant Nurses, and to allocate their present duties partly to trained staff, and partly to nursing auxiliaries suitably prepared for such duties.

The wastage of student nurses during training, and the desertion of her training school by the newly qualified nurse, have set up a vicious circle of understaffing in hospitals, leading to deterioration in the health of the remaining staff and in their hours of work and conditions of service. When the whole hospital service has been comprehensively planned and the number of hospitals, sanatoria, beds, doctors, etc., correctly deter-

mined, it may be possible to assess the true nursing needs of the country. The first step will then be to remove the known deterrents to recruitment. As Dr. Cohen urges, "the claim of the nursing profession to a fair share of national ability should be assessed in the light of the 'claims' of other professions and trades. Reserves of ability at the professional level are limited, and it would clearly not be in the public interest to meet the 'need' for able people in one profession without regard to the needs of other professions."

An aptitude for teaching should be taken into account in selecting ward sisters for wards or departments concerned with training student nurses. This applies even more to nurses proceeding to work in any one of the specialised branches of public health work—district nursing, midwifery, health visiting, school nursing, tuberculosis visiting, nursery work, or service in industry.

Health visiting, for example, suffers from a dearth of tutors, trained in methods of teaching, to undertake the group teaching in schools, health centres, and elsewhere, for which there is a growing demand. The first approved course for health visitor tutors has just been organised by the Royal College of Nursing in co-operation with the Birmingham public health department. These courses are required to produce health visitor tutors for both the theoretical and practical training of student health visitors. Further, a better scheme of financial assistance and training grants than the existing scholarships awarded by the Ministry of Health is essential if the future health visitor, as the general medico-social worker in the home, is to carry out, to her own satisfaction, the additional duties laid upon her by the Health Service Act.

What NALGO Can Do.

NALGO claims to represent large numbers of nurses and has secured generous representation on the Functional Whitley Council for nurses and midwives. It thus carries a great responsibility and now has an unprecedented opportunity to win satisfaction for its claims for nurses. Already, the National Executive Council has decided to set up a special sub-committee to formulate and present the Association's policy on all matters relating to nursing. This is a sound move. I would urge that the sub-committee should be made representative of all the different branches of nursing, that it should assemble information on all aspects of the problem, and that it should work for the implementation of those recommendations of the Working Party and others which are directed towards improving the standard and quality of the nursing services, bearing in mind that "the function of the nurse is to reduce the incidence and duration of sickness."

If the principal recommendations of the Working Party are implemented, and nursing acquires full adult professional status, it may then be possible for nurses to claim, as the Horder Committee puts it, that "nursing is not merely an item in the nation's medical service, but a profession parallel to that of medicine, occupying an appointed and increasingly important place in the national plan for health."

As Dr. Cohen points out, nursing is much more than a humanitarian activity. It is productive, and hence may be regarded as a form of "industry" as well as a public service. "The need to increase every form of industrial productivity," he adds, "is now recognised. In consequence, a two-fold task is placed upon nursing, first to play a significant part in promoting industrial health, and, secondly, to enhance the effectiveness of nursing duties in all spheres."

This gives the leaders of nursing a heavy responsibility which I trust that NALGO will not hesitate to shoulder.

New National and Area Organisation for All Electricity Staffs Recommended

THE creation of a new national and district organisation for NALGO's electricity members and revision of the Association's public relations policy were among many important matters considered by the committees of the National Executive Council meeting in London on October 16.

The new electricity organisation was approved by the service conditions committee on the basis of a comprehensive report by the general secretary, J. H. WARREN, which the committee recommended to the National Executive Council for adoption. Mr. Warren said that he had reviewed the progress made with the introduction of consultative committees, following the approval given by Conference to the principles of new organisation on these lines, with a view to seeing whether a more developed structure could be established.

At present, however, the situation was very uneven. In the electricity industry, the bargaining structure was complete, except for the managerial grades, and while the disposition of staff was not finally settled, it was possible to visualise broad groupings at area, sub-area, and district levels. In the gas industry, on the other hand, the new authorities were not yet established, the areas were only provisionally defined, no bargaining machinery had yet been set up, under the statutory provisions of the Gas Act, 1948, and the staffs remained with the pre-nationalisation units. In the health services, notwithstanding the recent formation of bargaining machinery at national level, the position was almost as inchoate, and membership of the Association was "patchy." In transport, nothing had yet been done to bring either municipal road passenger transport or private company undertakings under new control, and the municipal staffs, like the gas staffs, remained with their local authority employers and within the scope of the National Joint Council.

It was, therefore, impracticable yet to build up any orderly system of representation in fully constituted consultative committees for gas, health, or transport staffs.

In the case of electricity, however, the way was now clear for the establishment of the new bodies and the settlement of their place in the general mechanism of the Association; subject to readjustment when the existing district machinery was changed to meet new conditions.

The report, therefore, recommended the immediate establishment of:

A District Consultative Committee for each of the 14 areas for which a district joint council has been set up; and a **National Consultative Committee** for England, Wales and Scotland.

Each district consultative committee, it is suggested, should consist of:

Not more than two representatives appointed by the National Executive Council;

One representative of each electricity branch in the area, with a second representative where membership exceeds 250 but is less than 500, and one additional representative for each additional 500; and

Not more than three representatives appointed by the related district committee.

The general duty of the district consultative committee would be to secure the maximum co-operation between the branches in its area which had electricity staffs in membership, and to stimulate and develop interest in and support for the Association among non-manual staff of the industry within the Association's field of recruitment. In addition, it would:

Appoint the representatives of NALGO on the district joint council for its area and such other joint bodies in the area as the National Executive Council may agree or direct;

Nominate a representative on the National Joint Council;

Report its proceedings to the National Consultative Committee and (for information) to the related district committee;

Advise the Association's representatives on the district joint council;

Consider and report on any matters referred to it by the National Consultative Committee; and

Use its influence to promote the most suitable and efficient lay-out of the branches in its area on the principles approved by the N.E.C.

Each committee would meet as often as necessary, with a minimum of three meetings a year. Its expenses would be met by the related district committee, and its secretarial work would be carried out by the NALGO staff.

The service conditions committee recognised that the scattered membership of the North of Scotland might require some special provision for representation, and the general secretary was authorised to vary the details in respect of this area if necessary.

The national committee, to be known as the National Consultative Committee for the Electricity Supply Industry, would consist of:

Three representatives appointed by and from the N.E.C.;

NALGO's 15 representatives on the National Joint Council (Administrative and Clerical Grades) for the industry, nominated by the district consultative committees; and

Not more than three representatives co-opted with the approval of the N.E.C., having regard to any representation on the other national joint bodies established for the industry.

It would be the general duty of the consultative committee to secure the maximum co-operation between the district consultative committees and between them and it. In addition, it would:

Advise the N.E.C. on any matters relating to the conditions of service and welfare of its members in the electricity supply industry;

Report its proceedings to the N.E.C.;

Advise the Association's representatives on the National Joint Council;

Consider and report on matters referred to it by the N.E.C.;

Exercise such delegated powers as the N.E.C. may confer;

Consider and (subject to the approval of the N.E.C.) take action upon any matters referred to it by a district consultative committee; and

Do everything possible to stimulate and develop interest in and support for the Association among non-manual staff in the industry within the Association's field of recruitment.

Like the district consultative committees, the national committee would meet as often as necessary, with a minimum of three meetings a year. All its proceedings (save under delegated powers) would be subject to the approval of the N.E.C. Its expenses would be paid by the Association, and its secretarial work would be carried out by the Association's staff. In addition, the committee recommended that:

Electricity staffs should be organised everywhere in separate branches; and

The aim of organisation should be to throw up branches of substantial size.

In support of these two recommendations, the general secretary had stated:

"The structure of the (electricity) industry, and the nature of the bargaining machinery—going down everywhere to local joint committee level—is such that the attachment of members to local government branches must greatly complicate and confuse the administrative work of the Association and perhaps frustrate its trade union effort. If some electricity members will remain at "outposts," their new branches should try to arrange with adjacent local government branches that such members can find social contacts in the vicinity . . ."

The general secretary expressed the hope that it would be found possible to encourage the formation of big branches in other spheres, adding:

Assistance Board Officers' Last Chance to Vote in T.U.C. Ballot

Assistance Board Officers who, as was announced last month, may resume their membership of NALGO and vote in the T.U.C. ballot, must post their ballot cards to Headquarters by November 15 at latest. Special ballot cards—the originals are not valid in their case—have been sent to branch secretaries.

"It is equally necessary to ensure that the very large branch, operating over a scattered area, organises itself in a way which spreads the load of work for voluntary officers, keeps the members in touch with each other and the branch executive, and ensures an adequate and speedy flow of information and publications to outlying sections of its membership."

In submitting this report as its recommendation to the N.E.C., the service conditions committee further recommended that the general secretary be authorised to proceed with the establishment of consultative committees on a similar basis for health, gas, and transport staffs at the most appropriate moment.

Revision of Public Relations Policy

The recommendations for revision of NALGO's public relations policy were made by the public relations committee on the basis of a memorandum submitted by the public relations officer to the July meeting and the report of a sub-committee consisting of the chairman and vice-chairman of the committee and the public relations officer appointed at that meeting.

This report, after describing the history of the policy, its development as "a deliberate and sustained effort to create a more understanding and co-operative relationship between the local government service and the community it serves," and the success it had achieved among branches and local authorities and with the Ministry of Health and the Press, suggested that the time had come for its review to meet changes in the service, the influx of new members from outside local government, and new needs of the Association.

"In general," the report declared, "the committee has found no justification for a drastic break with the policy as pursued hitherto, still less for the complete abandonment of any part of that policy at a time when it is just beginning to reap dividends. While it is true that the policy has met with a large measure of success in gaining the support of the local authorities, it is equally true that much more remains to be done before it can be said that public relations for local government is being conducted on a sufficiently comprehensive and widespread scale. Moreover, the work already initiated by . . . some local authorities is not yet sufficiently well-based to be certain of continuing and expanding in the right direction without constant stimulus. NALGO is still the only body sufficiently interested to provide that stimulus; and were it to abandon the work it has begun it is possible that . . . interest in public relations would lapse and much of the ground gained would be lost.

"Subject to the necessity to continue the main lines of the present policy, however, the committee considers that there is need for some redirection of effort, with a rather different emphasis. It recommends, therefore, that, in the immediate future, the policy should concentrate on the various aspects of public relations in the following order of priority:

1. Publicity for NALGO, directed at the Association's members;
2. Public Relations for the officer;
3. Public Relations for the service; and
4. Public Relations for NALGO, directed at the public generally.

On these four aspects of the problem, the committee recommended:

Publicity for NALGO Among its Members. While not, strictly speaking, public relations at all, but propaganda, this was vitally necessary to-day, and should be under the general control of the public relations committee, which, in addition to national measures, should encourage branch and district public relations committees and officers to give more attention to it. Particular measures recommended included:

More intensive and co-ordinated propaganda from Headquarters;
Development of the use of LOCAL GOVERNMENT SERVICE to explain NALGO work and policy to members;
Advice on local propaganda to districts and branches;
District propaganda conferences;
Organisation of a "school" of branch management; and
Further encouragement of the branch magazine movement and the supply of news and articles for branch magazines.

Public Relations for the Officer. Although this presented difficulties, notably the great variety of activities which might be publicised and the danger that too definite a connection with service conditions claims might prejudice the value of the publicity, the report considered that there were good opportunities for "humanising" the service in a way that would create good will.

Moreover, the report added, these difficulties "cannot affect a campaign directed at the officer himself, designed to make his service more efficient and acceptable to the public . . . The committee has always urged that the best public relations officer for the local government service is the individual officer himself, since it is by his conduct that the public will judge the service as a whole. Were NALGO to embark

"There—raw whale steak. Perhaps that will give you strength to cut somebody else's gas pressure tomorrow!"

on an intensive educational drive throughout its membership on the publicity value of the prompt, efficient, and human conduct of business, it would benefit the officer—and the service—directly and effectively. Such an 'internal' campaign could be supplemented, as occasion demanded and opportunity offered, by national and local publicity designed to explain the officer's job and remove misunderstandings about it; but the main effort would be to encourage the officer himself to be more helpful, more courteous, and more efficient.

"Such a campaign . . . could be conducted nationally by means of articles, circulars, pamphlets, films, film-strips, posters, exhibitions, etc., and locally by branch public relations officers and magazine editors . . ."

Public Relations for the Service. This would be continued as far as practicable on present lines, but the change of emphasis called for would mean that Headquarters would be able to devote less time to this branch of the work and would have to confine itself largely to stimulating activity by local authorities, district committees, and branches.

Public Relations for NALGO, Directed at the Public. "The fact that NALGO is to-day the biggest trade union of non-manual workers in the country, and probably in the world," the committee stated, "should result in its making a greater impact on the public; but the extent to which it can do this must depend upon how far it is prepared to express opinions on matters of public interest. For the public is not, in general, concerned or interested in the Association's trade-union activities, and any attempt to gain wide publicity for those activities would be unlikely to succeed, save on special occasions when a particular activity happened to be, for other reasons, of topical interest."

In view of this consideration, the report suggested that the Association should do more than it had done in the past to express an opinion on matters with which its members were specially concerned or about which they had expert knowledge. This could be achieved by:

Authorising the general secretary to make statements to the press in the name of the Association (subject to necessary safeguards);
Making considered statements on matters of public concern; and
Appointing small research groups of members to engage in research on matters of public interest and publishing the results of that research.

In addition, the committee suggested, it would be of advantage to prepare an exhibition describing the Association and its work, with particular emphasis on its contribution to the public service, for display at local authority and other suitable exhibitions.

These and other details of the proposals are to be further considered after the recommendations have been before the N.E.C.; while it will be necessary for some parts of the programme, involving changes of policy, to be submitted to Conference for its approval.

B. & O. Fund to Support Old People's Clubs

The Benevolent and Orphan Fund committee decided to recommend that NALGO should take part in the scheme promoted by the National Corporation for the Care of Old People to establish residential clubs and occupational centres for the aged throughout the country. This scheme is the result of discussions on the welfare of old people held by the Corporation—which is sponsored by the Nuffield Foundation—with representatives of trade and professional benevolent funds, including NALGO. The cost of providing the clubs will be met by the participating funds, and each will be able to nominate its beneficiaries for admission in proportion to its contribution. It is hoped that the first club, with eight double and 14 single bed-sitting-rooms and with accommodation and service of a high standard, will be opened soon near London. The B. & O. Fund has recommended that £3,000 be given to the Corporation for this purpose—a donation which will entitle the Fund to nominate three residents.

The Fund also decided to increase the birthday gifts it makes to children of members killed in the war. Hitherto, each child under the age of 16 has been given £5 5s. each birthday. In future, the amount is to be increased to £10 10s. for the birthdays between the thirteenth and sixteenth inclusive, to give the children a little extra income for clothes and other needs.

Provident Society Plans New Benefits

The Provident Society committee of management considered changes in the hospital and nursing home scheme designed to cover a wider field and to provide benefits in times of sickness which cannot be obtained conveniently by the majority of members from the national health service. The proposed changes, with one exception, are to be investigated by the society's actuaries, and a further announcement will be made as soon as possible.

The exception is that, from November 1, the option to reduce monthly contributions from 1s. 9d. to 1s. 7d., thereby forfeiting the right to benefit for the payment of medical fees, will apply not only to members, but also to their wives (or husbands) and children insured under the scheme.

The committee was told of 335 new enrolments to the sickness scheme and 271 to the hospital and nursing home scheme.

Four Summer Schools Next Year

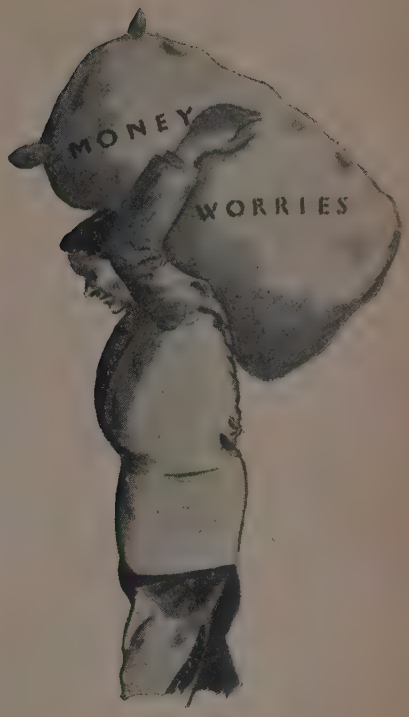
Recommendations by the education committee included the following:

Summer Schools. It is proposed to hold four summer schools next year: at Oriel College, **Oxford**, from July 2—9; at **Cambridge**; in **Scotland**; and, if possible, at **The Hague**. Details will be announced later.

International Exchanges. Although Conference urged the N.E.C. to promote schemes for international exchanges of local government officers, inquiry of branches has shown little interest in such facilities. The committee does not propose, therefore, to launch an elaborate scheme, but the education officer will try to make arrangements for individual officers who write to him

Correspondence Institute and Lending Library. The committee is making a detailed inquiry into the NALGO Correspondence Institute, after which it will make recommendations for its future, in the light of which it will consider the future of the library.

Shed that Load!



DO you keep your worries to yourself—or share them with a sympathetic listener? To unburden yourself to that "best friend" may salve your conscience, but . . .

What if something more tangible is getting you down . . . money worries, for instance?

Money worries and ill-health go together. Lack of funds *may* cause sickness, but sickness is *certain* to bring EXTRA EXPENSE. Extra foods and comforts; doctor's fees; hospital and convalescence costs—these are just some of the additional expenses to be met. And the butcher, the baker . . . and the rest, will expect to be paid as usual.

But surely the new National Insurance Scheme now provides for these expenses?

The state scheme is a big step forward in providing complete social security for all. The burden has been *eased* by the provision of increased sick benefit, but employers will in most cases deduct this benefit from full pay, leaving you with only your normal income to meet the inevitable additional costs of sickness.

It's true, too, that the Health Service is comprehensive and largely free, but certain services will become available only as national resources allow. If you require greater personal attention or privacy, more expensive appliances than those provided (and many do!), or convalescence, you must pay for them.

In short, the national scheme provides *basic* social security and should be supplemented by the individual, by private insurance, according to need.

For you—the NALGO member—the NALGO PROVIDENT SOCIETY provides that added security for only a few shillings each month—like this—

SICKNESS SCHEME (Table I) Contributions—from 1/- to 9/- monthly*. Benefit—from **7/-** to **63/-** **WEEKLY.** In addition each member has a "REST FUND" to which at least 7d. of every shilling contributed has hitherto been allocated. Members may also open a DEPOSIT ACCOUNT to provide additional funds to meet prolonged sickness, and are entitled to two weeks' FREE CONVALESCENCE in any one year available at "Knole Lodge," Bournemouth.

HOSPITAL & NURSING HOME SCHEME (Table III) Contribution—1/9d. monthly*. Benefits—up to **£50** in any one year to meet doctor's, specialist's and anæsthetist's fees; hospital, nursing home and sanatorium charges; electrical and massage treatment and other medical expenses. Wives (or husbands) and children of members may be insured under the scheme.

So you see, N.P.S. can relieve you of money worries.

You don't want sickness, but if it *does* come, you *will* want assistance. Complete and return the coupon on page 4, or see your Local Correspondent—*today*—for fuller information.

* (PLUS A MANAGEMENT FEE OF 3d. MONTHLY UNDER ONE SCHEME ONLY.)

NALGO PROVIDENT SOCIETY

WHEN DAY IS DONE . . .

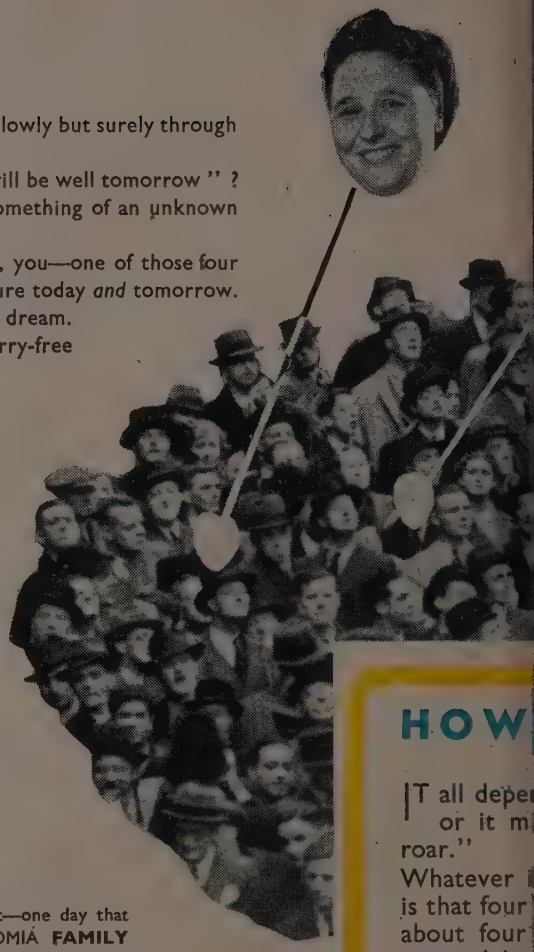
Your head sunk snugly in the soft, sleepy pillows ; relaxation seeping slowly but surely through every limb.

Alone with your thoughts . . . Thinking " all's well today—all will be well tomorrow " ?

Just a minute though. Can you be sure ? . . . Tomorrow is something of an unknown quantity, isn't it ?

Whether man or woman, married or single, young or not so young, you—one of those four in a thousand—will be wise to seize that " extra " opportunity to be sure today *and* tomorrow.

For you, happiness through security can be more than a pleasant dream. Let LOGOMIA make it a reality. Here's how *you* can ensure a worry-free tomorrow today !



YOU AND YOURS

IN HER DARKEST HOUR

You take care of your wife today—will she be equally well cared for when you're not there ? Nothing will be able to repair her loss, but a LOGOMIA **WHOLE LIFE ASSURANCE** policy will help to lighten the financial burden in her darkest hour. Premiums throughout life, or ceasing at a certain age. 27/6d. monthly from age 25 next birthday, provides **£1,000** at death.

MONEY FOR RETIREMENT

Work over, you retire to dabble happily in your cherished hobby . . . a LOGOMIA **ENDOWMENT ASSURANCE** will help to give you security in the " evening " of your days.

Sum assured on survival of the term, or at previous death. **£1,000** at 60 (or previous death), for only £2 monthly from age 25 next birthday.

A FAMILY FAVOURITE

A regular income—that's a vital factor in your family life. Let's face it—one day that income might stop, unless—yes, you can stop it stopping with a LOGOMIA **FAMILY INCOME** policy. On death within 20 years, an immediate payment of **£200**; then a weekly income of **£3** for the rest of the 20 years ; and a final payment of **£800.** If you survive the 20 years, **£1,000** at death or maturity. Basic policy may be Whole Life or Endowment. At age 25 next birthday, monthly outlay of £4 6s. 11d. secures these benefits. Minimum sum assured £200

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THEIR HERITAGE

SOMETHING BETTER . . .

" Something better than I had "—that's what every parent wants for his child. Start your child off on the right foot with a LOGOMIA **CHILDREN'S DEFERRED ASSURANCE.** A low premium secures an assurance with valuable options for a policy on the child's life commencing at age 21 or 25. Special arrangements made if either parent or child dies before vesting age. Parent's life covered until child attains age 21 or 25.

EDUCATION DOES COST MONEY

Most children can now be educated free of charge ; but no child can *enjoy* " being at a good school " if he is denied those not unnecessary extras that other children have. " Incidentals " in education cost money and should be provided for the easy way. A LOGOMIA **EDUCATIONAL ENDOWMENT** assurance (on the parent's life) provides for payment of sum assured in five equal annual instalments when most needed. One immediate lump sum payment in event of parent's early death. 26/11d. monthly from age 25 next birthday for 5 yearly payments of **£52 10s.** after 15 years.

IS A CROWD?

might be only one more than company, big as "the 'body' of the Hampden

outstanding feature about *this* crowd d out above the rest. Why? Because every 1,000 have an opportunity not —an opportunity *of* a lifetime and *for* o secure permanent protection and to nted, carefree future.

r three are among the 180,000 strong p—and that privilege brings you an- btain protection for today and security cost through LOGOMIA—N A L G O ce Association.

most of your unique advantage? Can vith confident assurance? Study this Local Correspondent right away (or af) for full details of LOGOMIA policies for particular people!

HOME THOUGHTS . . .

AN ASSET—OR A LIABILITY?

If you buy a house and anything happens to you, will your dependants be in a position to continue the mortgage payments? Little use having a roof over your head if it *could* mean a price on someone else's head.

LOGOMIA provides dual assistance. (1) "**HEDGE YOUR MORTGAGE**" policy. Exceptionally low premium payable for only two-thirds of policy term. Assurance decreases with annual mortgage repayments. Payment on death only, when policy moneys redeem outstanding principal. Or (2) **COMBINED HOUSE PURCHASE AND ENDOWMENT ASSURANCE SCHEME.** Policy moneys redeem mortgage at end of term or at borrower's previous death, leaving property unencumbered.

THE BURNING QUESTION

No smoke without fire; no fire without damage; no damage without pecuniary loss. BUT—no pecuniary loss with a LOGOMIA **HOUSE COMPREHENSIVE BONUS POLICY.** Covers building and contents against Fire, Burglary, Theft and kindred risks for 1/3d% buildings and 4/3d% contents. "Free renewal" every sixth year, if no claim paid during preceding five years. "Fire only" cover also available, and "All Risks" policies may be arranged.

ON THE 'RIGHT' ROAD

BY THE WAY . . .

LOGOMIA can arrange **MOTOR CAR** or **MOTOR CYCLE** insurances. Comprehensive cover or Third Party risks only. The special terms available to N A L G O members offer competitive rates.

YOU, PERHAPS?

Nearly eleven million cyclists in Great Britain—so we are told. And quite a few must be N A L G O members. A LOGOMIA **PEDAL CYCLE** policy will "mind your bike." Premium from 5/- to 15/9d. according to market value and cover required.

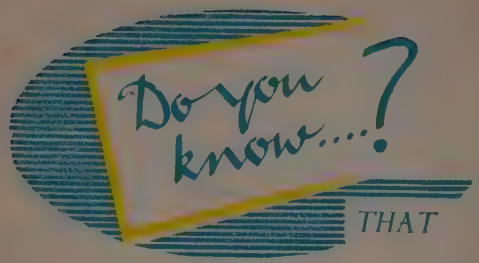
A "CAPITAL" OPPORTUNITY

Here's a chance to get that car—through the LOGOMIA **MOTOR HIRE PURCHASE SCHEME.** Applies to new or second-hand cars.

FEMININE FORESIGHT

"Husbands can earn, but only wives can save," says an old proverb. A sweeping statement, but who among the ladies does not save "just a little, just in case"? And the few who don't probably would if they knew that a LOGOMIA **DOUBLE ENDOWMENT** policy secures **£1,000** after 15 years, or £500 at earlier death for £5 0s. 10d. a month. Or the **SIMPLE ENDOWMENT** policy—a lump sum at the end of a given term or return of premiums with interest on death during the term.

LOGOMIA



NALGO can offer you

A summer holiday in **Switzerland**, or at one of its two holiday centres at **Cayton Bay** (near Scarborough) or **Croyde Bay**, North Devon.

Motor Pullman tours in various European Countries.

A holiday at any time of the year at NALGO's own Private Hotel, "Cefn-y-Mynach," Rhos-on-Sea, Colwyn Bay.

An excellent quality tie or scarf in the NALGO colours, lapel or brooch badges, all at moderate prices.

If you would like details of any of these facilities, complete the relevant spaces in the coupon below.

SPECIAL ACTIVITIES DEPARTMENT

NALGO BUILDING SOCIETY

offers a

"TWO-WAY SERVICE"

to

NALGO MEMBERS

HOUSE PURCHASE ADVANCES

Low monthly repayments e.g. only £4 19s. 2d. monthly for £1,000 advance over 25 years.

Interest Rate (for owner occupiers in sole possession) **3¼% P. A.**

INVESTMENT FACILITIES

An excellent "home" for your savings. Share investments and Deposits up to a maximum holding of £5,000.

2¼% P. A. (Income Tax paid by the Society) **ON SHARE INVESTMENTS**

COMPLETE THE COUPON BELOW FOR FULL DETAILS

NALGO BUILDING SOCIETY

WHY . . .?

IT'S OUR PRIVILEGE TO MEET YOUR NEEDS

WHEN . . .?

TOMORROW NEVER COMES . . . . .

HOW . . .?

post the coupon to :
NALGO, 1, YORK GATE,
REGENT'S PARK, LONDON, N.W.1.

PLEASE SEND ME FULL PARTICULARS OF THE ITEM(S) MARKED X

LOGOMIA INSURANCES

- ☐ WHOLE LIFE
- ☐ ENDOWMENT
- ☐ FAMILY INCOME
- ☐ CHILDREN'S DEFERRED
- ☐ EDUCATIONAL ENDOWMENT
- ☐ FIRE AND HOUSE-HOLDER'S
- ☐ "HEDGE YOUR MORTGAGE"
- ☐ COMBINED HOUSE PURCHASE
- ☐ SIMPLE/DOUBLE ENDOWMENT
- ☐ MOTOR CAR/CYCLE
- ☐ MOTOR HIRE PURCHASE
- ☐ PEDAL CYCLE

SPECIAL ACTIVITIES DEPT.

- ☐ HOLIDAY FACILITIES
- ☐ NALGO COLOURS

NALGO PROVIDENT SOCIETY

- ☐ SICKNESS SCHEME ☐ DEATH & FUNERAL BENEFIT SCHEMES
- ☐ HOSPITAL AND NURSING HOME SCHEME
- ☐ COMBINED SICKNESS & SIMPLE ENDOWMENT SCHEME

NALGO BUILDING SOCIETY

- ☐ HOUSE PURCHASE
- ☐ INVESTMENT FACILITIES

NAME M..... ADDRESS.....

BRANCH..... .....L.G.S.S.

ISSUED BY NALGO INSURANCE DEPARTMENT.

Hospital Officers' Conditions Award

NEW regulations on mileage allowance, payment of removal expenses, and additional travelling expenses for administrative and clerical staff in hospitals are contained in guidance notes sent by the Ministry of Health to boards of governors of teaching hospitals, regional hospital boards, and hospital management committees. Main points are:

Mileage Allowance.—Officers allowed to use their own cars on official business should, with effect from July 1, 1948, be divided into two classes, to whom the following allowances apply:

Regular User (officer regularly called on to use a car and whose annual official mileage is estimated to exceed 2,000).—Annual allowance of £36, paid quarterly in advance, plus mileage allowance of 3d. a mile.

The annual allowance may continue during leave or whilst the car is out of use for repair, save that where the period of non-use exceeds two months, £3 should be deducted for each complete month in excess of the first. If at the end of the year the "regular user" has not completed 2,000 miles he should not repay any of the annual allowance—but his position may be reviewed and reclassified wherever appropriate.

Casual User (officer authorised to use his car for official journeys from time to time but whose annual official mileage is not expected to exceed 2,000).—No annual allowance, but mileage allowance of 6d. a mile for the first 2,000 miles in the year, and 3d. a mile thereafter.

Home—Office Journeys.—When an officer travels from home to office either before and/or after an official journey, travels direct from his home to the place visited, or returns direct from that place to his home, mileage allowance may be claimed for the whole distance travelled, subject to a maximum distance equal to the return journey from the officer's headquarters to the place visited plus twenty miles. Ordinary mileage allowance will be paid for the distance equal to the return journey between his headquarters and the place visited, and the additional twenty miles will be paid for as follows:

If he holds a current season ticket between his home and headquarters—the appropriate rates set out above;

If he is not a season ticket holder—1½d. a mile for motor-cars and 1d. a mile for tri-cars and motor-cycles.

Garage Expenses, Tolls and Ferries.—An officer using his private motor vehicle for official travelling may be repaid any charges necessarily incurred for tolls and ferries, and, subject to the production of vouchers, for parking fees, and may be granted a flat rate allowance for garaging of 1s. 6d. a night for a motor-car and 1s. a night for a motor-cycle, if absent overnight in circumstances which entitle him to night subsistence allowance.

Removal Expenses.—Where, on transfer to the service of a board of governors or regional hospital board at July 5, 1948, an officer is required to take up duty at a new headquarters so distant as to necessitate the removal of his home, he shall be reimbursed the cost of removal, provided that an estimate of the cost has first been approved by the employing authority. "Removal Expenses" will include only such expenses as are reasonably incurred in connection with the removal, namely, those directly arising out of the transference of furniture and household goods. An officer who has made application for a specific post either because he regards it as a promotion or for any other reason, and is subsequently appointed, shall not benefit under this paragraph.

Where suitable alternative accommodation cannot be found at the new station, and the distance between it and the old station, although far enough to justify the payment of removal expenses, is near enough to allow a married officer to travel daily, he may, if he adopts this course rather than live apart from his family, be reimbursed excess travelling expenses up to amounts not exceeding the following:

Officers in the General, Clerical and Miscellaneous I Divisions.. 38s. 6d. p.w.
Officers in the Higher Clerical, Miscellaneous II and A.P.T. Divisions .. .. 45s. 6d. p.w.
Officers with salaries rising to a maximum in excess of £760 p.a. 47s. 0d. p.w.

An officer required to transfer from one district to another after July 5, 1948, should benefit under these provisions.

Temporary Transfer.—An officer temporarily transferred from one office to another within the board's or management committee's area shall be reimbursed any additional expenditure which he incurs on travelling expenses. Officers seconded to the service of a board or management committee before July 5, 1945, should benefit under this concession.

In addition, the Minister has prescribed that London weighting as agreed by the local government National Joint Council (£10 at ages 16-20; £20 at ages 21-25; and £30 above 25) shall be paid to all hospital staffs from April 1, 1948, and that existing regulations in respect of overtime, extra duty allowance, annual leave, subsistence allowance, and travelling expenses shall be amended to take into account the consolidation of cost-of-living bonus with basic salary.

Public Dental Officers Being "Sacrificed to Private Practitioners"

MANY public dental officers who are members of NALGO must be wondering why no progress has been made in setting up negotiating machinery for them similar to that set up for other groups in the national health service. The answer is that, though the Minister of Health and NALGO have done their best, the professional associations of dentists, who are dominated by the private practitioners, have refused to play.

After negotiations, the Minister called a meeting on July 28 of representatives of the British Dental Association, Incorporated Dental Society, Public Dental Service Association, Dental Officers' Group of the Society of Medical Officers of Health, Faculty of Dental Surgery, and NALGO, to consider setting up Whitley machinery to deal with the remuneration of dentists in the national health and school medical services. But—after the representative of the Public Dental Service Association had unsuccessfully objected to the presence of NALGO—the representatives of the professional bodies made it clear that they had no intention of entering into any joint negotiating machinery affecting private practitioner dentists and preferred that discussion of salaries and similar matters should be undertaken by direct negotiations between the societies concerned and the Ministry.

On August 6, the Minister wrote to the British Dental Association, the Public Dental Service Association and the Incorporated Dental Society, sending a copy of his letter to NALGO. He expressed regret that the organisations had been unwilling to enter a scheme of Whitley machinery, made it clear that the proposed functional council would have enjoyed autonomy in fixing remuneration, and hoped that the organisations would agree to support the establishment of a dental council as part of the negotiating machinery for the national health service. If they could not agree that the remuneration of all dentists should be brought under the review of a Whitley council, then the Ministry (with the Secretary of State for Scotland and the Minister of Education) would be willing to support a Whitley council for salaried dentists only.

It was recognised, the Minister continued, that there was urgent need for a review of salaries of dental officers employed by local authorities, and he had hoped that this would be the first task of a functional council. But in the absence of such machinery, the only course available was direct negotiation between the dental organisations and the authorities concerned.

Notwithstanding this further appeal, the dental organisations have confirmed their refusal to enter Whitley machinery for any part of the dental service. Surprisingly, the executive committees of the various groups of public dental officers have endorsed this view, although NALGO has evidence that many individual dental officers disagree with their attitude and are greatly disturbed at the position.

That public dental officers are being sacrificed to the interests of dentists in private practice was made clear by Mr. J. G. H. Duckworth, chairman of the remuneration committee of the British Dental Association at the Association's annual meeting in July. While the remuneration committee had "every sympathy" with public dental officers, he said, it had been attending to its first task—the remuneration of the private practitioner in the health service. He asked public dental officers to "come off their small horse" and let the private practitioners speak for them (with representation on the contact committee of public dental officers), and grumble if they failed.

NALGO has a good number but, unfortunately, not yet a majority, of public dental officers in membership, and will take every possible step to protect their interests. It is convinced that the method of Whiteleyism is the most satisfactory way of negotiating salary scales for the public services, and it therefore calls on all public dental officers who are not yet members to join it at once and thus strengthen its hand in the action it intends to take.

New London Gas Scales Well Below Charter

THE London Regional Council for Gas Staffs has at last agreed salary scales for administrative, professional and technical officers:

Grade I—£130 (at 16) + 15 + 20 + 25 + 30—£220 (at 20).

After passing through this grade, the officer will proceed automatically to one of the higher grades, depending on the nature of his duties:

Grade II (Miscellaneous)—£270 (at 21) × 15 (8)—£390.
Grade III (Miscellaneous)—£270 × 15 (10)—£420.
Grade IV—£270 × 15 (6) × 20 (4)—£440.
Grade V—£400 × 20 (4)—£480.
Grade VI—£440 × 20 (4)—£520.
Grade VII—£480 × 20 (4)—£560.
Grade VIII—£520 × 20 (4)—£600.
Grade IX—£560 × 20 (2) × 25 (2)—£650
Grade X—£600 × 25 (4)—£700.
Grade XI—£650 × 25 (4)—£750.
Grade XII—£700 × 25 (4)—£800.

The above scales apply to men only; the scales for women, which are of the order of 80 per cent. of the men's scale, will be published next month. Apart from this difference the gas scales compare badly with the local government Charter as applied in London.

Grade I is a "rate for age" scale. There is no rate for age provision in the A.P.T. Division of the Charter, and it is thus possible for a local government professional or technical officer under 21 to be appointed in A.P.T. 1 with a minimum salary of £420, compared with the minimum of £270 in the gas scales.

The two Miscellaneous grades are intended for officers performing minor technical duties, and thus compare with the Miscellaneous grades in the Charter. But, whereas the Charter lower Miscellaneous starts at £345, and attains a maximum of £450 in three increments, the gas lower Miscellaneous starts at £270 and takes eight increments to reach its maximum of £390. Similarly, the second Miscellaneous division in the Charter scale starts £135 above its counterpart in the gas scales and reaches its maximum of £450 in three increments, whereas the gas scale takes ten increments to reach a maximum £30 lower.

Grade IV of the gas scales is the first of the truly technical scales and can be compared with charter A.P.T. I. But, whereas the latter starts at £420 and reaches £465 in three years, the gas scale starts at only £270 and takes ten years to reach its maximum of £440.

Charter A.P.T. II scale begins £50 above Grade V on the gas scale and reaches its maximum of £495 a year before the gas scale reaches its maximum, £15 lower. Similar differences are observed in the comparisons between A.P.T. III and IV and Grades VI and VII of the gas scales.

At Grade VIII the gas scale reaches parity with the maximum of Charter A.P.T. V—but it starts £30 below the Charter scale and takes a year longer to reach its maximum.

First Conference of Transport Staffs Reviews Transfer Problems

THE first conference of municipal transport staffs—consisting of delegates appointed by NALGO's National Executive Council, district committees, and the Association of Municipal Transport Managers— was held on October 2 at NALGO Headquarters. It had been called to discuss problems in the transport industry as they affect the Association and its members amongst passenger transport, docks, and inland waterways staffs, and the Government's plans for the future of the transport services. Miss F. E. POLE, N.E.C. presided.

Opening the discussion, J. E. N. DAVIS, chief organisation officer, referred to similar conferences previously held for electricity, gas and health service staffs, and the value derived from them. It was hoped eventually, he said, to have a national transport consultative committee, with district consultative committees in all areas, in accordance with the proposals for adaptation of the Association's machinery approved by this year's NALGO Conference.

The conference then went on to discuss a wide variety of topics. These, with the decisions reached upon them, included :

Transport Act, 1947

H. S. CORDEN (**East Midland**) asked whether the scheme of salaries and conditions of service to be negotiated for the industry would include a general "no detriment" provision. W. C. ANDERSON, NALGO legal officer, replied that loss of remuneration on transfer to the service of the British Transport Commission was covered by the compensation regulations made by the Minister of Transport, which were similar in form to the national health service regulations. Mr. Davis added that every effort would be made to include a clause to preserve for every officer any higher salary or progressive higher salary to which he was entitled before the introduction of the scheme.

N. SHALLICE (**North Western**) said that Manchester transport staffs were subject to the provisions of a widows' and orphans' superannuation scheme, and asked whether they would continue to enjoy its benefits after transfer. Mr. Anderson replied that, since the Manchester scheme applied also to many other employees of the corporation, it was unlikely that transport staffs would remain subject to it after transfer. They might, however, expect corresponding rights, and he undertook to watch the point in the negotiations.

Docks and Inland Waterways Executive

It was reported that representatives of the Association and other interested unions had already met representatives of the Docks and Inland Waterways Executive and discussed :

A draft disciplinary code to cover employees of the executive ;

The establishment of negotiating machinery for supervisory and clerical grades ; and

An interim salaries agreement for the 17 undertakings taken over by the executive. The unions are to draft proposals.

It was also reported that docks under public trust were unlikely to be disturbed for some time.

Road Passenger Transport

The conference was told that representatives of the Association and other interested unions had held preliminary discussions with the Road Transport Executive. From these it was gathered that :

Goods road transport was likely to be transferred to the executive first, and it was likely to be some time before local authority passenger transport undertakings were affected ; and

The executive wished to provide comprehensive bargaining machinery, but the position was complex, and no idea of the eventual structure could yet be given.

It was clear that NALGO's interest was recognised on all sides, but that careful steering would be needed to adjust NALGO's relations with other unions in recruitment.

Recruitment was discussed at length by the conference, and complaint was made of "poaching" of members by other unions. Mr. Davis asked that all difficulties should be reported to Headquarters, so that action could be taken, and urged branches to take great care themselves to avoid any "poaching" from other unions.

Appointments to Transport Commission

G. MORGAN (**South Wales**) voiced the anxiety of some members lest employees of transport undertakings—such as the Tilling group—already acquired by the Transport Commission should be appointed to the more responsible posts in the industry before the employees of other undertakings, not yet taken over, had been given an opportunity of applying for them. It was decided that this problem should be considered by the district transport consultative committees, and that any information should be sent to Headquarters.

Recruitment of Inspectors, etc.

The conference adopted a recommendation to the N.E.C. to call on branches to make every effort to recruit into membership road passenger transport inspectors and similar grades, such as garage foremen, who had officer status ; to ensure that they take a full and active interest in the activities of the branch ; and to assure them of the fullest support of the Association.

Employees of Non-Statutory Undertakings

The conference unanimously agreed that, in view of the active recruitment by other unions, NALGO should be in a position to recruit staffs of non-statutory undertakings as soon as possible. It was pointed out that, were the Association to wait until the 1949 Conference had approved an amendment of the Association's rules, it would probably find that most of the staffs concerned had already joined another union, and the N.E.C. was asked to do all in its power to arrange for these officers to be regarded as eligible for membership.

Consultative Committees

The N.E.C. was asked to set up a national consultative committee for transport staffs and district consultative committees in all areas as soon as possible.

Superannuation

Mr. Anderson reported that the Transferred Undertakings (Pensions of Employees Losing Employment) Regulations, 1948, provided for the continuation, subject to certain modifications, of pension schemes affecting persons who were officers of railway and canal undertakings for the preservation of the accrued pension rights of any such officer who suffered loss of employment in consequence of any transfer made by or under the Transport Act, 1947, of any such undertaking, where the cause of loss arose not later than ten years after the transfer.

The regulations also contained a provision that an officer whose emoluments were diminished in consequence of the transfer within 10 years might, with the consent of the Commission and the persons administering the existing pensions scheme, continue to contribute under the scheme as though his emoluments had not been diminished.

Salaries and Service Conditions

It was suggested that, should a national Charter for salaries and service conditions not be adopted in the near future, NALGO should seek an interim scheme based on the local government Charter and retrospective to January 1, 1948.

Mr. Davis reported that there was to be a meeting of representatives of NALGO and other unions, when it was hoped to agree on salary proposals for submission to the Docks and Inland Waterways Executive.

The conference agreed that the Association's representatives on any negotiating machinery that might be set up should be left to obtain the best possible terms.

Security of Tenure

Mr. Davis said that the Association's representatives on joint machinery to be set up would seek the adoption of a clause to provide means of appeal for officers under notice of dismissal, but that absolute security of tenure was not possible.

Transfer Expenses

Mr. Davis also undertook to raise with the other unions the possibility of a scale of allowances to cover additional expenses involved in a temporary or permanent transfer from the usual place of employment. The various concessions such as cheap travel facilities, now being enjoyed by certain transport staffs would be borne in mind.

Meter Readers Retain Full Staff Status

AN important interim agreement establishing the full staff status of gas meter readers and collectors has been negotiated by NALGO, in conjunction with the National Union of General and Municipal Workers, with the Brighton, Hove and Worthing Gas Company.

At present the status of meter readers and collectors varies from undertaking to undertaking, some enjoying full staff status, others semi-staff, and the remainder the status of manual workers. Those who are members of the Brighton gas branch have hitherto enjoyed full staff status, and were hesitant to accept any wages award which would tie them to the joint industrial council for manual workers. The new interim agreement confirms their position and present staff benefits, and provides, in addition, that minimum rates of pay of £6 a week for pre-payment meter collectors and £5 12s. for meter readers shall apply from August 1, 1948.

Rates of pay will not be allied to any increment granted by the joint industrial council for manual workers nor to the salary scales agreed by the regional joint council for gas staffs.

The new rates are interim rates, and do not prejudice the assimilation of meter readers and collectors within salary grades which may be determined by the regional or national joint councils for gas staffs. The existing payment of lunch allowances to certain employees is to be continued.

NALGO Leads on Electricity Staff Committees

RESULTS of the elections to electricity staff committees in the London and South Western areas show that NALGO has secured 79 out of 91 seats, putting it in an even stronger position on these bodies than on the district joint councils.

	NALGO	CAWU	NUGMW	TGWU
London W.	12	0	0	0
N.	6	0	0	2
N.W.	6	0	0	0
N.E.	5	1	0	1
S.W.	3	2	1	0
S.	5	3	0	0
S.E.	6	0	0	0
Bristol and N. Somerset	11	0	0	1
Taunton and W. Somerset	5	0	0	1
Exeter and E. Devon	5	0	0	0
Torquay and W. Devon	5	0	0	0
Cornwall	10	0	0	0

These committees are elected by the members of the staff and are, therefore, a good indication of the comparative strength of the various unions.

STUDENTS' CORNER

How to Prepare for an Examination

By KENNETH S. CARTER,
NALGO Education Officer

AT this time of the year most students are considering not so much the examination they have decided to take as how best to prepare for it. It is well worth while spending some time on this.

Have you secured the best environment for serious study? Have you devised a timetable sufficiently flexible to enable you to adjust your work when you encounter difficulties? Have you found just that balance between variety and concentration on one subject which suits your temperament? Have you discovered at which time of day your mind is most fresh and receptive? Have you made adequate provision for revision and for relaxation? These are some of the many questions you should ask yourself.

You can always economise effort by combining revision with a study of past examination papers. Try answering the questions on subjects which you have covered, but keep yourself to a time limit—and if you are a student of the NALGO Correspondence Institute for the promotion examination, send your answers to your tutor for his criticism.

Many students spend hours making copious notes for revision and then find they have no time to revise ; they will find their practice answers to past papers far more valuable. In the same way, students working with the aid of correspondence course should never miss sending answers to test questions, for this is the best way of making notes, of learning, of checking progress and discovering weaknesses—and, moreover, of getting the best value for your fee.

READERS' FORUM

Health Staffs' Representation : Examinations : Pay Claims

MAY I follow up my discussion with Mr. Bevan on the NALGO representation of health service staffs, which you published in the October journal?

Mr. Bevan's figures make it clear that NALGO representation on the functional councils is definitely a minority representation. Its influence in these councils cannot, therefore, be as great as that which it wields on the National Joint Council for local authority staffs.

There would appear to be two major causes for this:

1. The inclusion of professional organisations on the staff side has lessened the number of seats available for bona fide trade unions; and
2. The trade union seats available are distributed on the basis of membership and NALGO membership in some of the professions covered is either non-existent or small.

What is the remedy? An all-out recruiting drive by the district office staff is an obvious answer—but this should have been begun two years before the functional councils were set up.

Is there an alternative or additional approach? In the past, members of certain local government associations enjoyed the benefits of NALGO membership by virtue of paying a composite fee to their association. Have the professional organisations represented on the functional councils been approached or offered similar facilities for their members, with NALGO automatically taking over their seats on the negotiating bodies? It is no use attempting to recruit, for example, pharmacists, when we cannot guarantee to represent them until the number of pharmacists in membership is sufficient for us to claim a seat on the negotiating body.

Incidentally, are those pharmacists already in membership receiving any benefits from NALGO's experience in joint negotiations when NALGO does not occupy a single seat on the pharmaceutical functional council?

There are far too many organisations on the staff side, a fact which must make initial agreement more difficult. Some consolidation would surely ease the conduct of negotiations.

In local government, the treasurers, sanitary inspectors, architects, surveyors, and so forth leave the negotiating field clear for trade unions. Why, then, this influx of professional organisations into the health services machinery? Are they there to negotiate, to hold a watching brief, or are they combining these activities?

Professional organisations are in a position to propose salary scales applicable to persons holding appropriate qualifications, and NALGO, being committed by its education policy to encourage the acquisition of qualifications, could not justifiably oppose such a policy. Judging, however, from the difficulties associated with the promotion bar in the Charter scales, such a move would certainly be unpopular with existing unqualified members.

The professional organisations are progressing step by step in the interests of their own members. The line of approach seems to be:

1. Representation on the NALGO joint consultative committee of professional organisations;
2. Direct representation on negotiating councils, but co-operating with NALGO;
3. Catering for all qualified staffs and leaving NALGO to cater for unqualified staffs.

This would mean that NALGO, through encouraging post-entry education, would lose those members obtaining qualifications who did not desire dual representation or the payment of two subscriptions for similar purposes.

Withington Hospital, J. P. LEWIS.
Manchester, 20.

PROMOTION EXAMINATION
L.C.C. Has Its Own Exam.

MAY I correct any misunderstanding which may have arisen from "Critic's" remarks in his article on the promotion examination results, that the London County Council staff produced only one candidate, and his suggestion that the L.C.C. staff in the General Division are promoted without passing the examination?

The London County Council is not a constituent member of the National Joint Council, and has not applied the Charter to its staff—with the result that the General Division, as such, does not exist in the L.C.C. service. For many years, however, the L.C.C. has conducted a system of promotion from its General Clerical Class—by *competitive* examination of at least equivalent standard to higher school certificate.

108, Baker Street, W.1. P. E. TAYLOR.

Qualifications Ignored

MUCH has been said for and against the promotion examination and equivalent qualifications. Is it not time, however, that local authorities were required to pay some regard to the qualifications that candidates *have* got when making appointments?

Recently, an appointment was advertised for which specific knowledge was required, the advertisement going into detail on the point. At the interview, however, not a single question was put to any candidate to ascertain his knowledge of the subject concerned. After a series of perfunctory interviews, a local candidate (who did not appear) was appointed.

Letters for the December journal must reach the Editor, 1, York Gate, Regent's Park, London, N.W.1, by November 16.

This kind of experience is disgusting to any conscientious person. A man who knows his stuff has a right to prove it in open competition with others. There should be a standard procedure, with a short examination whenever possible.

BRUCE.

Hints for Study

IN his helpful comment on my letter offering study hints in the September journal, "J. J. C." says that the D.P.A. secures exemption from inter-B.Sc. in all subjects save one. This is incorrect. Unless the holder of the D.P.A. obtains exemption in some other way, he will still have to take two subjects—geography and one out of mathematics, logic, French, or German—for his inter-B.Sc.

SOCRATES II.

ELECTRICITY NATIONALISATION
A Branch's Misgivings

A MEETING of Bristol electricity branch executive committee recently discussed the results of the first six months of nationalisation. We were forced to recognise certain trends which gave rise to misgivings and indicated that the spirit referred to by Lord Citrine in the early days was not always observed by the employers' side in its relations with the staff.

As an example, at the official opening of the new electricity offices in Bristol, staff representation for approximately 350 members was fixed at ten and ultimately cut to three—one each from NALGO, T.G.W.U., and the E.P.E.A.

Further, a cocktail party was held to which senior executive officers and a large number of others were invited. In these days of enforced austerity it is felt that such expenditure of public money is not only unnecessary, but is likely to bring discredit upon the nationalised industries—and have an adverse effect upon the staff.

We are of the opinion that if the right spirit is to prevail and the nationalised industry is to progress, a repetition of such occurrences must be avoided.

C. R. GIBSON.
Bristol Electricity Branch. Hon. Secretary.

PHILOSOPHY OF WAGE CLAIMS
Are Service Standards Low?

ALTHOUGH I am aware of your shortage of space, I object to the mutilation of my letter commenting on that from Mr. Marriott. My letter was mainly a comment on Mr. Marriott's philosophy, but since you, in a footnote, take up the cudgels on a different angle, I would join issue with you on one or two points.

You say, with Papal finality, that inquiry does not support my contention that local government is on a comparatively low wage standard, and presumably base your attitude on statistics. I would remind you that "there are three kinds of lies—and statistics is the worst." Apparently, various authorities have decided that staffs of banks and insurance companies are better paid because they do more responsible work. I do not agree.

The average L.G.O., who takes statistics with reserve, will probably judge his standard by people in his own circle and neighbourhood. There, he finds that his salary is, by comparison, low, and his annual increments, both before and after income-tax deductions, pitiful.

We cannot all sell ice-cream or do snap-photography at the seaside, but we could see to it that the function of local government is not undervalued for its high contribution to civilised (?) society.

Middlesex C.C. T. J. ARROWSMITH.

We share Mr. Arrowsmith's regret that his letter had to be condensed—not "mutilated." But if we did not condense we should have to leave out more than half the letters received—and we think it better to give fair, if abbreviated, representation to all points of view. Though he disputes our statement, he does not accept our challenge. In his original letter he complained that in local government "people are required to pass full degrees before they can attain a salary which many unqualified people can attain elsewhere." We asked where unqualified people could obtain comparable salaries for similar work in similar conditions. We repeat the question.

Health Service Competition

LOCAL government administrative staffs are being attracted by the high standard of salaries set up by the various public boards, notably those connected with the health service—this notwithstanding the Government White Paper asking for a restraint on "rises." If, in the face of this competition, local authorities keep their present salary scales, they will continue to lose officers of experience and ability.

Will the National Executive Council raise this point? Altered circumstances, affecting the labour market as a whole, demand that local authorities make immediate adjustment. If they do not, slowly but surely they will lose their employees of good quality and be left with only the inexperienced young and the unfortunate old 'uns, like yours truly,

Birmingham. ERNEST R. SHUTER.

PENSIONERS' PLIGHT
"Means Test" Injustice

MR. HODGE'S letter in the October journal raises the important principle of the "means test" which is associated with the small bonus granted to superannuated officers.

With the deteriorated value of the pound, it is wrong to limit the act of justice, implied by the granting of the bonus, by applying a "means test." Years ago, the present Government professed hate of the "means test," yet it now tolerates it. Do NALGO members realise that the deterioration of the pound may possibly continue and that more and more will suffer as they live in retirement? I am more concerned with the abstract justice of the matter than with the actual money concerned.

FRANK S. HILL.

White Gates, Galley Lane,
Barnet, Herts.

NALGO CHRISTMAS CARDS
"Subjects Inappropiate"

TWO letters in the October journal—one referring to Sunday study courses and the other to Christmas cards—persuade me to voice a protest against NALGO's choice of Christmas card. Christmas is (or should be in any Christian community) a celebration of the birth of Jesus. If we profess to be Christians, surely we should express our faith in the type of Christmas card we use? Such cards should have reference to the great event which took place at Bethlehem. I leave it now to other Christian members, of whatever faith, to show by *their* protests that the majority of NALGO members owe some allegiance to the Son of God.

"CATHOLIC."

A NALGO DIARY By "ABINGDON"

172 Branch Magazines: More N.E.C. Changes: A Long Service Record

NALGO now has the record total of 172 branch magazines or newsletters in regular publication—an average of one magazine in every six branches, surely an achievement without parallel in any trade union. And, judging from the many which reach me, their quality, in interest, in presentation, and in production, has never been so high, despite the shortage of paper, high cost of printing and duplicating, and other preoccupations of those who prepare them.

This enthusiastic and continued growth of the branch magazine movement promises a brilliant entry for the 1948 competition, details of which have recently been sent to editors. The contest will again be divided into two classes—printed and duplicated—and in each class there will be separate awards, for the two best magazines submitted, and for the best *new* magazine first published in 1948. There will be no cash prizes, but each winning magazine will be awarded a certificate and its editor a book prize, while, if a suitable symbol can be devised, prizewinners will be able to incorporate it in their cover design or title page.

Entries will be judged on literary content, production and layout, originality, value as a branch stimulant, and independence of view, with a margin of "bonus" marks for any outstanding features not covered by these headings. Editors who have not already had details can get them from Headquarters.

It is hoped to arrange a comprehensive exhibition of branch magazines at next year's Conference, so that delegates to Aberdeen will be able to see the whole 172 in impressive array. Or will it be 200 by then?

Blocks Exchange Service

AS a further aid to editors, A. J. MORTIMER, editor of the **Brighton** "Municipal Officer," has now completed plans for the blocks exchange scheme which was suggested at the Bournemouth meeting of editors and which he gallantly undertook to run himself. The idea is that editors should lend one another used blocks, stereos, and headings which they have had made and no longer need. Mr. Mortimer invites all willing to take part to send him 50 proofs of the blocks they are willing to lend. He will reference and index these and supply catalogues to would-be borrowers, who will then be able to make direct approach to lenders. "L.G.S." is taking part in the scheme.

New N.E.C. Member—

I OFFER a warm welcome to W. F. APPLETON, elected to the N.E.C. from the **Southern** district in succession to F. N. NUNN, whose resignation I recorded in September. Mr. Appleton is chief sanitary inspector at Portsmouth, has been in the service since 1923, and a NALGO member for more than 20 years. He helped to found the Havant and Petersfield branch in 1935, and has served on branch executive, joint, and district committees.

Mr. W. F. Appleton

—And Another Resigns

YET another member of the N.E.C. has resigned. F. W. GOODCHILD, who was first elected to the Council in 1947, has taken up a staff appointment with the National Assistance Board and, although still eligible for membership, feels that he can no longer properly represent Eastern district members. With his twenty years' experience of local government and NALGO affairs, Mr. Goodchild was a valuable member of the Council, and the loss of his advice will be keenly felt.

A New NALGO Club

THE second NALGO club to get under way since the end of the war—Leicester was the first—has just been opened at **West Hartlepool**. After launching the Hartlepools NALGO Company, Ltd., with a nominal share capital of £1,000, subscribed by branches and members in the area, the founders transformed dilapidated premises into a first-class club house, which will be the centre of all future sports and social activities.

Good Advice

"Therefore I do make this plea to all who will in the future be responsible for the planning and development of this enterprise: Please try to reward energy, recognise initiative, delegate authority, take risks, and overcome mistakes due to good intentions which have not turned out as well as was expected, for it is only by so doing that you can promote enthusiasm among the workers, high and low, in this great industry."

These words, extracted from an article in "Current News," magazine of the **Northmet** branch, were quoted by C. T. MELLING, chairman of the Eastern Electricity Board, in his bulletin to staff. "This paragraph," Mr. Melling wrote, "sums up exactly what the Board aims at doing . . . By following these methods we hope to get that pride in their job by all employees which will ensure the success of Eastern Electricity Service."

It is encouraging to find a representative of management not only reading a branch magazine, but adopting the advice it gives.

This Local Government!

"It was agreed that the select body previously appointed be drastically reduced"—for which five shillings goes to S. H. EDWARDS, Oadby, Leicestershire.

Paging All Health Staffs

HEADQUARTERS is having difficulty in tracing members formerly employed in hospital and health departments and now transferred to the national health service, and I have been asked to urge branch secretaries who had such officers in their membership to send their names and addresses immediately to the district officer for the area to which they have been transferred. The officers themselves will help if they will write to their D.O. as soon as possible after taking up their appointments.

More Christmas Cards

HAVING already sold nearly 350,000 of this year's Christmas Cards to members and their friends, the B. and O. Fund has ordered a further 160,000, which should be sufficient to meet all needs. There are three cards, carrying colour reproductions of pictures of Salisbury Cathedral; the Old Bridge of Dee, Braemar; and Blea Tarn and the Langdales, and they cost 6s. a dozen in assorted sets, including envelopes. Specimen copies will be supplied at 6d. each.

Plenty of Diaries

THERE will be many more copies of the NALGO Diary (containing, in handy vest-pocket form, much useful information about the Association) available this year than in recent years, but since demand is likely to be heavy, orders should be placed promptly. The diaries, price 2s. 9d. each, should be ordered through branch secretaries.

A New Novel

A WELCOME addition to my bookshelf recently was "Yew Trees from the Window" (Hodder and Stoughton, 9s. 6d.), a second novel by DOREEN IDLE, who was on NALGO Headquarters' staff for nearly five years during the war, first as research assistant to the Reconstruction Committee and, later, as a member of the public relations department. Her book well deserves the appreciative reviews it has had.

New A.D.O for West Midlands

I WELCOME a new member to NALGO's district staff—L. O. GOODEN, M.C., formerly with Hants C.C., who started work in the West Midlands office at Birmingham on October 1. A local government officer for 18 years, Mr. Gooden is a NALGO enthusiast and leaves his branch wanting a vice-chairman, public relations officer, branch magazine editor, representative on the district committee (of whose P.R. committee he was chairman) and member of the local joint committee. He will be remembered by an even wider circle for his several spirited interventions at this year's Conference.

Filing Engineering Drawings

A READER suggests that officers responsible for filing civil engineering drawings would find it helpful to read an article on the subject by S. D. Mitchell, A.M.I.C.E., which appears in three consecutive issues of "Contractors' Record" dated September 1, 8 and 15.

Books Wanted—and For Sale

THE NALGO Lending Library asks for copies of J. E. Stone's "Hospital Accounts and Financial Administration" and "Hospital Organisation and Management." It will pay 5s. and 7s. respectively for a six-months' loan.

The library offers the following books for loan (at one-sixth the published price for six months) or for sale (at the price shown in brackets):

Statistics: Boddington, 1936, 12s. 6d. (3s. 6d.); Bowley's "Elementary Manual," 1946, 8s. 6d. (5s.); Bowley's "Elements," 1939, 30s. (15s.).

Economics: Benham, 1945, 10s. (5s.); Taussig, 1945, 18s. (10s.); Jones' "Economics of Private Enterprise," 1937, 7s. 6d. (3s. 6d.).

Office Organisation and Management: Dickson & Blain, 1940, 10s. 6d. (5s.).

Mechanism of the Modern State: Marriott, two vol., 1927, 42s. (10s.).

Councillor's Handbook: Townshend-Rose and Page, 1946, 8s. 6d. (3s. 6d.).

55 Years' Service

WHEN, some years ago, I recorded the completion of 55 years' continuous local government service by J. J. BARKER, of Birkenhead, I believed that his record would never be challenged. I was wrong. It has been equalled by H. F. BRADBURN, late deputy treasurer at **Worcester**. Mr. Bradburn entered the treasurer's department at Worcester as an office boy in 1893, became deputy treasurer, retired on pension in December, 1939, but in view of the war, agreed to stay on in another capacity—and stayed until September 30 this year, though he is now over 70. His association with NALGO is nearly as long, for he was hon. treasurer to the Worcester Municipal Officers' Guild from 1906—the year after NALGO was founded—until 1919, when it became the City of Worcester branch. He was hon. branch treasurer from 1919 to 1921, and again from 1927 to 1929.

Mr. H. F. Bradburn

As my picture shows, Mr. Bradburn remains a young man—and I am glad to know that he is staying with NALGO, too, as a retired member.

I also congratulate two other stalwarts:

H. BOGG, accountant, **Camberley** U.D., who is retiring after 46 years' service with the authority.

H. S. FLETCHER, chief clerk, engineer and surveyor's department, **Mitcham**, who has completed 50 years' local government service. He served for many years on his branch executive.

House Exchange

Maidstone.—Semi-det. 3 bed. garage for similar in Home Counties, preferably **Chertsey.**—Calcutt, 31, Chamberlain Avenue, Maidstone.

Hull.—Semi-det. mod. 3 bed in quiet locality five miles from city centre for similar 12 miles **London.**—Hewetson, "Tree Tops," 46, Tranby Avenue, Hessle, Nr. Hull.

I'VE always been in favour of adding to the application form for membership of NALGO such questions as: *Do you address your colleagues as Chums, Folks, Guys or Stinkers? Are you under the impression (which you insist shall be shared by the rest of the office) that your child is an infant prodigy?* Certain people have suggested also: *Must you tap your teeth with a pencil?* and *Do you consider yourself God's gift to all female officers?*—but these I dismiss as a personal attack on myself.

Anyone answering any or all such questions in the affirmative should not only be refused membership of NALGO, but should be drummed out of the service without benefit of appeal.

High on my list of questions has always been: *Do you sing at work?* I do my best to make allowance for the irritating habits which seem to be the monopoly of my fellow workers, but the other day, when young Betty insisted on telling the world for the forty-ninth time that Suzanna was a Funniful Man, complete with snorts, whistles and other impedimenta—well, I was driven to complain.

Now young Betty, since she joined our service, has blossomed forth from a rather timid high-school child to what can only be described as an exceedingly come-hither bit of stuff. "You see, my dear," I said, laying a fatherly hand on her—er—shoulder, "naturally we want you to be happy, but this is a public office, and it wouldn't do for the citizens, who are our employers, to come in and find you making such a *song* about things, ha, ha."

"Wouldn't it?" She gave me a cool blue stare from under a new-look fringe. "Isn't that what we're supposed to do? Isn't that 'Public Relations?'"

"Why, n-no." I was taken aback. "The public relations policy of our branch has always been to draw the attention of the public to services provided by the council."

"The council's doing that itself now—Alderman Jove gave that series of lectures last winter on How to Become Mayor in Six Easy Wirepulls. Let's make a song about ourselves for a change."

"It would certainly be an improvement on the one about Suzanna's a Funniful Man," I admitted, wondering if it weren't quite an idea, really. I decided to raise it—as something which had been occupying my own mind for some time, of course—at our next branch meeting.

But one day, long before that, I got back to the office after lunch to find a crowd, consisting of members of the public, police (who had come to move them on and stayed to watch), and even local government officers. All cheered loudly as young Betty marched back and forwards in the gutter with a deadpan face and an almost perfect imitation of our local sandwichman, with his slow, deliberate tread and his hands clasped behind him, so that the rear board stuck out at an angle and the front one was almost tripping him. On each board was printed the simple words, "L.G.O.'s are the Salt of the Earth"—to which someone had added in pencil, "They fairly Pepper you with Demand Notes."

We only just managed to get Betty inside the office before the Boss arrived—he had been making a fuss about extended lunch-hours and was therefore keeping perfect time himself that week.

"Betty, will you please promise never to do that again?" sweated Sackbutt, who, it was rumoured, had proposed to Betty five times and been rejected on four and a half.

"You know quite well I never repeat myself," she answered airily.

"No, we ought to put you on the N.E.C—you're so darned good at saying the same thing in different words," he agreed, rather bitterly.

Our next shock was when rates demand notes began to come back with unparalleled promptitude, accompanied by cash or cheques, and sometimes pathetic little notes, hoping this would enable us to give the poor young lady a square meal for once. There were 'phone calls and even a visit from the reporter of our local newspaper, who, having a nose for the Human Angle, wished to interview the rates collector who, by her compelling sob-story, had induced everyone to pay up, in the hope that the council would be able to give her a rise in wages.

"Of course, I went to see them all—I was using the Personal Approach," said Betty, preening her eyelashes before allowing the reporter to relieve her starvation at the best restaurant in town.

In due course, an article appeared in the local paper. In sensational language it described the drab appearance of our office, the failure to give visitors, and even citizens themselves, a true picture of the go-ahead nature of our town; as for the council's employees, absolutely no attempt was made to inject artistic stimulus into their workaday surroundings. "How Can I Give of My Best," asks attractive young lady officer, "in a place Reminiscent of an Old-Fashioned Jail?"

Within a week we were descended on by a firm of colour-psychologist painters, commissioned by Alderman Jove, and in no time at all were surrounded by tawny-orange walls—to excite us into activity; purple woodwork—to give us a passion for duty; old-rose desks—to calm us into concentration; and emerald-green ceilings—to make us jealous of other people's progress.

"All it wants," mused Betty, scarcely shaken by the result of her one-woman public relations policy, "is a portrait of Alderman Jove in his red robes of office."

Unfortunately, the alderman, who had come in to inspect the office, overheard her—and the portrait was forthcoming the following day.

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We have jointly and severally requested Betty to go back to the Funniful Man, as we are of opinion that it is preferable for a song to be made about him than about us.

But there has been one good result of her efforts. The Boss no longer objects to extended lunch-hours—even he admits that it is best for us to spend as little time as possible within these psychologically colourful walls.

AT RANDOM—by "Hyperion"

Thought for the Month

MEN trust an ordinary man because they trust themselves. But men trust a great man because they do not trust themselves. And hence the worship of great men always appears in times of weakness and cowardice.—G. K. Chesterton.

Perils of the Open Shop

Lord Finchley tried to mend the Electric Light
Himself. It struck him dead: And serve him
right!
It is the business of the wealthy man
To give employment to the artisan.
—Hilaire Belloc.

Manners

DADDY was having tea with four-year-old Barbara.

"Will you have a sandwich, Barbara?"

"Yes."

"Yes, what?"

"Yes, please."

"Now, Barbara, will you have a piece of bread-and butter?"

"No."

"No, what?"

"No fear!"

"But I Had Them When We Came In!"

"Men never make passes
At gals who wear glasses"—
They're too busy running
To see if the cunning,
Forgetful young locals
Have left their bifocals
1. Behind in the bar,
2. The seat of the car,
3. Under the table,
4. Girls' room (ask Mabel),
5. Theatre lobby,
6. Pocket (Jim? Bobby?),
7. Night club—no/yes/or
8. Just home on the dresser.

Fashion Note

Fashionable colours this winter will be toad brown, slime (a glutinous green), lead grey, frog green, mouse, and dregs of wine—"The Drapers' Record."

Designing Women

I know very little of dresses,
And less, even less, about hats,
I'm the type of mere male who just guesses
That fashion designers are bats.

One fact, though, I've known a long time is
Consistent and sane and precise:
The more fantastic the style is,
The more fantastic the price.
—Richard Armour.

She flirted with the butcher
playing for bigger steaks.
—"Balance Sheet."

Iron Curtain in Sussex?

"Since I became Mayor of Hove I have tried to establish friendly relations between Brighton and Hove."—Councillor Didden, Mayor of Hove.

Untouchables

Asked in the House of Commons for what reasons the label "Not For Public Use" was pasted on railway carriage windows, the Minister of Transport replied: "Broken windows, infectious diseases, corpses, high Government officials, lunatics, convicts, and Cabinet Ministers."

This Local Government

Salisbury city council yesterday rejected an appeal by Councillor A. Press that it should alter its decision, made some months ago, to ban the showing of the film "The Birth of a Baby" in Salisbury. When he seconded another amendment that there should be a private showing of the film for members of the council, there were protests that if it was not fit for the general public to see, why should members of the council be forced to see it?

The council is to have a private view of "No Orchids for Miss Blandish" before deciding whether it should be shown publicly.—"Manchester Guardian."

SCOTTISH NOTES

Progress with Electricity Staff Committees: Difficulties in Applying New Scales

ARRANGEMENTS for the election of staff committees for the South-East Scotland Electricity Board area are in hand, and it is expected that the committees will be in being before the end of the month. Three are to be appointed—one covering Edinburgh, Lothians and Southern sub-areas, one for the Fife and Central sub-areas, and the third for the divisional staff.

Although there has been delay in the formation of the South-West District Joint Council, the staff committees are likely to be appointed before the end of the year. The regulations governing the elections will probably follow closely those for the South-East area.

In the North of Scotland Hydro-Electric Board, however, the position may be different. The extensive area covered by the Board and the widely separated centres of administration make it impossible to provide staff committees on the same lines as those envisaged in the draft agreement. The main problem is to provide a committee, or committees, which will cover the whole of the administrative and clerical staffs in such a way as to satisfy their requirements with the minimum cost of time and money. This may mean the appointment of a number of representatives as a permanent quota, with a panel of representatives from outlying districts. To provide adequate facilities for individual staff representation, the committee would have to be mobile, holding its meetings successively in the principal administrative centres, such as Aberdeen, Dundee, Perth, Inverness, Glasgow, and Rothesay. The permanent quota of representatives would attend all committees, while the members of the panel would attend only those meetings held within their own area. Such an arrangement might solve present difficulties, but can only be regarded as a temporary measure pending the complete development of the Northern hydro-electric scheme.

Interim Salary Scales

MANY staffs are impatient because they have not been graded under the recent extension scales. But the transfer from the old scales is likely to take time, and a reasonable opportunity must be given to the managements to assimilate their staffs under the new scheme. The problem may prove as difficult as that experienced under the local government Charter. Several cases have been reported where existing clerical appointments have not been brought within the scope of the General Division scale, and appropriate action is being taken.

Trade Disputes

ARBROATH Library Committee, with which a dispute was reported under the Conditions of Employment and National Arbitration Orders, has now agreed to apply the Charter as from the first pay day in October, without any spread-over arrangement. This has given substantial salary increases to members of the library staff.

Negotiations are being conducted with the Greenock Harbour Trust, under the auspices of the Ministry of Labour, and it is expected that proposals for a grading scheme will be made soon.

Charter Adjustments

A SALARY adjustment resulting from the English arbitration decision is to operate from November 16. Details were approved at the October meeting of the Joint Industrial Council.

Health Services

THE district committee has authorised a survey of existing health service membership, with a view to providing more efficient branch administration.

Regional Gas Council

THE Scottish district is the only district without negotiating machinery for gas staffs. Nearly 90 per cent. of the employees in the industry come within the purview of the local authorities' Joint Industrial Council, but action is being taken to secure the early establishment of a regional council for all gas staffs.

Building Society Offers 85 p.c. Advances

THE NALGO Building Society—which, with a rate of interest on loans of only 3½ per cent. per annum, already offers the cheapest advances of any Building Society in the country—announces a new concession to members:

> From November 1, the Management Committee will consider applications for advances of up to 85 per cent. of the purchase price or valuation of houses, whichever is the lower, provided the advance does not exceed twice the pre-war value of the property.

This concession is the first result of what appears to be a general tendency for house prices to fall. The committee has taken the view that it would be unwise to offer any advance in excess of double the 1939 value. Hitherto, prices have been so high that this limited the amount of any advance to 80 per cent., or less, of the purchase price. Recently, however, applications and surveyors' reports have shown that many houses are being sold at little more than double their 1939 value, and that an advance of 85 per cent. would fall within the limit laid down. In agreeing to make such advances, the management committee is passing the benefit of falling prices on to the member buying a house.

The low interest charged on advances means that a member buying a house and borrowing £1,000 can repay it at the rate of only £4 19s. 2d. a month, spread over 25 years.

The ability of the Society to increase the amount of its advances has been enhanced by an increase in investment income. The committee, however, would like more members to invest their savings—and in greater amount—with the Society, thereby both benefiting themselves and helping their colleagues to buy homes. Rates of interest paid compare favourably with other similar classes of investment—2½ per cent. (tax paid) on share accounts and 1½ per cent. (also tax paid) on deposit accounts. There is also a special deposit, withdrawals from which are available at six months' notice, upon which 2 per cent. per annum is paid. The deposit and special deposit sections are both open to non-members.

Although nominally one month's notice is required for withdrawal from the share and ordinary deposit accounts, this is not in fact insisted upon at present, and amounts can be obtained within a few days.

Logomia Business Up

New life assurances, representing sums assured totalling £251,172, with an increase of 7.7 per cent. in premium income, and new fire polices insuring property to the value of £2,813,483, with an increase of 5.3 per cent. in premium income for the current year to August 31, compared with the previous year, were reported to the Board of Management of Logomia on September 17.

Early Review of Pay of Student Nursery Nurses

DURING the recent discussions in the nurses' and midwives' functional council leading to increases in pay and dependants' allowances for student nurses, the position of student nursery nurses was not overlooked.

NALGO is greatly concerned over these students, who are among the worst paid people in the nursing profession, and its representatives insisted that their pay and service conditions should be reviewed with those of other student nurses. An undertaking has been given that this will be done at an early date, and their interests will be well safeguarded by the Association.

MY BOOKSHELF

By EDWARD KAY

More About Planning: Finding The Managers: Local Government Made Easy

Planning Survey

JOHN J. CLARKE disarms criticism of his *Introduction to Planning* (Cleaver-Hume Press. 12s. 6d.) in the prefatory comment that "the speed at which this book has been prepared for the Press leaves much to be desired in the work itself." The plan is admirable—a statement of the historical background and the content of the Act of 1947, with explanatory comments. But the extracts from statutes are extensive, and it might have been simpler and more comprehensive to print the main Act in full. No doubt, as the practical application of the Act proceeds, Mr. Clarke will gather material for more solid commentary than is possible in this pioneering edition. Its freedom from "unnecessary legal and technical phraseology" is praiseworthy.

Public and Private Employment

F. C. HOOPER'S career in government departments and big business concerns gives him a varied and well-filled background for his booklet, *Management in the Public Services* (Institute of Public Administration. 1s. 3d.). Those who heard him read this paper at a conference of the Institute urged that its wit and wisdom should be enshrined in permanent form; occasional careless writing can easily be forgiven for the raciness of style and penetration of thought. Mr. Hooper stresses the lack of people suitable for top-level management. The public service cannot claim more than its fair share—but it is doubtful whether present incentives attract even that. Relying on a Social Survey report, Mr. Hooper puts, in order of priority, the factors that influence technical and professional workers in their choice of a career as (*a*) interest of work (*b*) prospects and promotion; (*c*) security; and (*d*) pay. The comparative attractions of public and private employment in these categories are well worth study, and, like Mr. Hooper's book as a whole, deserve fuller discussion than I can give them here.

A Comprehensive Handbook

SHORT, readable books about local government are all too rare—especially books as simple and widely drawn as ROGER SIMON'S 200-page *Local Councils & the Citizen* (Stevens. 5s.). The only significant omission I noticed is a reference to the school health service.

Academic Middle Way

SURVEYING with obvious disrelish the contemporary world, WILHELM RÖPKE in *Civitas Humana* (William Hodge. 21s.) describes many rocks in the economic sea; they bear contrasted names like "laissez faire," "monopoly and mammoth capitalism," and (most horrific) "collectivism." Professor Röpke, in tortuous and fanciful phrases, charts a course which will avoid these dangers and calls it Liberal interventionism. It is not strikingly original, and the erudition on which it is based stops short on the threshold of the world of to-day.

Dinner at School

THE school meal has become an accepted social institution: its value as a means of ensuring a minimum of physical well-being has long outweighed any fancied evil from the lessening of parental responsibility. On the credit side, too, is the improvement in social customs which organised communal feeding brings about. The National Council of Social Service has published at 2s. *The Social History of the School Meals Service* by F. LE GROS CLARK, describing the development of school meals, from their beginning over fifty years ago, to the present day. Mr. Clark combines fact and comment in skilfully selected proportions.

A New Review

A DISTINGUISHED contemporary says of *Humphreys—A Review of Parliamentary and Local Events* (H. J. Stubbs, 15, Dartmouth Street, S.W.1. 1s.) that it "pursues with an air of earnest purpose its task of extending public interest in . . . the working of government." But the review—which derives its odd title from the late JOHN HUMPHREYS, of the Proportional Representation Society—is not really as solemn as that, and many students will find it worth looking at for its factual notes on past and present trends. It appears monthly.

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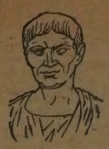

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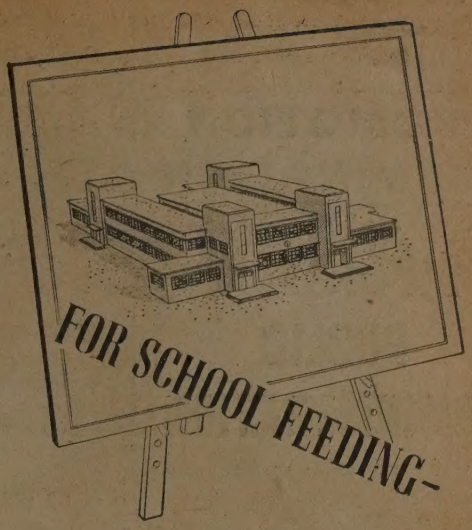

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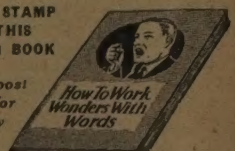

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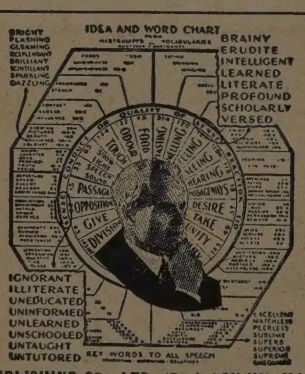

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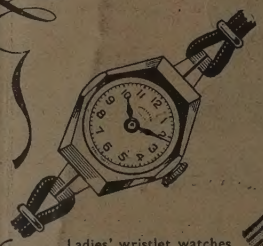

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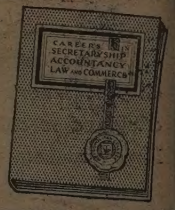

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